

WEST RAND DISTRICT MUNICIPALITY

2011/12 ANNUAL REPORT



CHAPTER 1 – EXECUTIVE MAYOR’S FOREWORD AND EXECUTIVE SUMMARY

COMPONENT A: EXECUTIVE MAYOR’S FOREWORD

VISION

The Vision of the West Rand District Municipality (WRDM) is, to put it succinctly, “**Integrated Governance Excellence.**”

This important statement is key to all the strategic objectives that have been agreed upon by the elected and appointed leaders (politicians and officials) of the District and its four participating local municipalities. To quote the WRDM Strategic Plan (August 2011), it implies “a single governance structure for a particular geographic area with integrated governance powers and functions.”

Vision 2016 is a strategy to unite the five municipalities into a single A or B1 municipality by 2016 and to become a Unicity by 2025 with a metropolitan form of local government. It is envisaged that this transformation will

- Support the millennium development goals
- Support the Gauteng Global City Region initiative
- Support improved resource management / economies of scale in the Region
- Improve standardisation through integration
- Improve service delivery in the Region

The route map to this destination is guided by a Transformation Committee of 15, representing the major political parties of the West Rand and chaired by the Executive Mayor of the WRDM. Items to be considered by the Transformation Committee are processed by a Steering Committee consisting of five elected councilors representing the parties in Council proportionately and in accordance with the geographical spread across the Region.

KEY STRATEGIC OBJECTIVES

The key strategic objectives of the West Rand District Municipality are as follows:

1. Regional development planning
2. Bulk infrastructure development and maintenance
3. Health and social development
4. Public safety and regional support services
5. Environmental management
6. Economic development
7. Sustainable governance for local communities

8. Business excellence within the WRDM.

MAJOR CHANGES

The **Metro conceptualization** and relevant proposals to the **Municipal Demarcation Board**, aligned with the Gauteng Provincial Strategy, has given direction to the major changes that are being addressed. First amongst these has been the Municipal Demarcation Board (MDB) challenge. Re-demarcation of the internal boundaries (and possibly even the outer boundaries) will create new opportunities for the West Rand to prosper. Proposals have been made to the MDB and are still under discussion. The re-demarcation will be finalized before the 2016 local government elections.

“Shared Services” is a project that is aimed at introducing change in a phased manner. A feasibility study commissioned in 2009 indicated that Supply Chain Management, the Communications unit, the Mogale City Call Centre, HR, Finance, IT and Legal Services, would be the first to be viable. A single Audit Committee, as allowed by the Municipal Finance Management Act, Section 166 (6)(a)(b), is the first shared service to be implemented. There is rather slow implementation of other proposals.

SUSTAINABILITY of the environment is another key strategic objective that is creating major change.. The vision is “to become the Greenest District in South Africa.” The challenge of global warming and sustainability of our environment is being addressed by various programmes under the banner of the GREEN IQ Strategy. The planting of trees to enhance the region’s natural beauty for tourism as well as to combat carbon emissions, promoting green awareness in schools, converting street lights to energy-saving lighting, operating a plastic recycling factory and buy-back centres, received focused attention during the year. The WRDM prepared Air Quality Management By-Laws and established an Air Quality Office for processing Atmospheric Emission Licences. WRDM participation in COP17 in Durban in November 2011 drew international attention to our challenges of the legacy of mining in our area such as sinkholes, acid mine drainage and toxic mine dumps.

MUNICIPAL HEALTH SERVICES have undergone a major organizational change, necessitated by the alignment with Gauteng Health and the transfer of Municipal Health Services from local municipalities to the District.

KEY POLICY DEVELOPMENTS

STRATEGY DESIGN

The West Rand District Municipality contracted a service provider to design critical strategies aligned to the Provincial Growth and Development Strategy (GDS) during the year under review. The West Rand GDS Summit was held in February 2012. The outcomes of the Summit were the Reviewed Regional GDS, Regional Economic Development Plan and its annexure, the Business Investment Guide and the Regional Marketing and Investment Strategy. The strategies that have been approved are aligned with the Regional Integrated Development Plan (IDP).

IDP strategies were work shopped with stakeholders according to an approved Framework, and a new Five Year Integrated Development Plan (IDP 2011/2012 – 2015/2016) was approved by Council. The strategies included a Five Year Financial Plan, Five Year Capital Investment Programme, Five Year Municipal Action Plan, Integrated Spatial Development Framework, Integrated Programme for LED, Environmental issues, Poverty Alleviation, Gender Equity and HIV/AIDS, Consolidated Performance Management System and Disaster Management Plan.

A service provider was appointed to develop a **Green IQ Strategy** and this is in process. Waste Management By-laws were promulgated. The State of the Environment Report (SOER) and Environmental Management Framework (EMF) will provide guidance for developmental projects and align regional initiatives with those of the Province.

A REGIONAL COMMUNICATION STRATEGY was completed and it is expected to induce high impact branding and publicity for the Unicity and the Green IQ vision.

SERVICE DELIVERY IMPROVEMENTS

Local municipalities committed to a critical plan to effect service delivery at the joint Vision 2016 District Strategic Review in August 2011. This was called the “Back to Basics” resolution. These aspects would be seen as critical for all Municipalities in their quest to provide a better life for all in the region:

1. Fixing potholes
2. Improving cleanliness
3. Preventing illegal dumping
4. Functioning of street lights
5. Rendering of basic services in informal settlements such as water, sewer & waste removal and electricity
6. Preventing spillages & water pipe bursts
7. Grass cuttings, e.g. sweetwaters (natural springs) damaging paving

8. Cleaning servitudes
9. Grass cutting in municipal facilities
10. Prevent outages
11. Functioning of traffic lights
12. Maintaining of council owned facilities
13. Maintaining parks (Green IQ)
14. Removal of people living on the streets
15. Call centre
16. Enhanced revenue collection
17. Effective communication
18. Redevelop the township economy
19. Better basic services to peri-urban areas
20. Effective public participation.

It was also agreed to concentrate on Revenue Enhancement Strategies, a commitment to Clean Audits by 2014, integration of regional policies and compliance.

PUBLIC PARTICIPATION

Community engagement has been prioritized in the West Rand.

1. Presentations have been offered to key stakeholders on the development of the IDP according to agreed timeframes.
2. Sectors (e.g. business sector, religious sector, youth, women, sports and political parties) have been engaged on progress with Vision 2016 and proposed amalgamation of Westonaria and Randfontein. The public greatly appreciated these engagements.
3. The State of the District Address in March 2012 was a well attended event as well as an opportunity to publish a 24 page booklet covering performance and objectives of the WRDM.
4. The Executive Mayor has engaged community sectors in his annual Mayoral Support Programme as planned. The following sectors enjoyed consultation, resources and support:
 - Youth
 - Disability
 - Gender
 - Ministers' Forum
 - Sports, arts and culture.

The culture of regular reporting is encouraged and buy-in of communities is considered essential to success.

FUTURE ACTIONS

A major development over the next few years will be the formalization of the Taxi Industry and regulation of corridors for a subsidized bus service. Strategies in the pipeline are the Infrastructure Masterplan, Human Settlement Strategy, Infrastructure Maintenance Plan and Land Audit. The implementation of the approved Organizational Structure will have a profound effect on the municipality's effectiveness.

AGREEMENTS AND PARTNERSHIPS

A notable partnership has been concluded with a service provider to operate a Project Support Office (PSO) on behalf of the WRDM. The PSO Charter will be detailed in this Report and it carries our hope for great developmental improvements.

A Mining Forum has been convened regularly and various commitments have been promised by Mining Houses as part of their Social Labour Plans. Co-operation has been evident between WRDM and Gold Fields on greening issues (notably the Randfontein Show stand and Alien Species Invader Eradication Project in Westonaria). Gold Fields is also investing in Simunye Township Health Facility. A joint venture between Gold Fields, Harmony and Anglo Gold Ashanti, known as Merafong Waste Project, is expected to start soon; Rand Uranium has started a Skills Development programme in Randfontein; Ezulwini Mine has handed over an agricultural project in Elandsfontein worth R1.8m. Afrisam (bakery & chicken broiler) and DRD (tunnel vegetables) are some of the opure Reserverational projects.

A critical partnership with National Treasury is on the design of the Neighbourhood Development Grant initiatives which will have a profound effect on the West Rand.

A service provider has been engaged to design and implement an Arts, Culture, Music and Lifestyle Festival in September (Heritage Month) to be known as "Go West". It is anticipated that this festival will promote social cohesion and fun while providing job opportunities and generate profits. This partnership holds great promise for the future of West Rand.

A partnership with the Rhino and Lion Nature Reserve promises to create a project which will enhance local economic development and job creation.

CONCLUSION

All the municipalities of the West Rand have committed to include Vision 2016 strategies as part of their key priorities and to budget accordingly in 2012/2013. Management will be held accountable for achieving the strategic goals of the District.

I should like to thank the Municipal Manager and all the officials of the WRDM for their hard work during the year under review. The loyalty and dedication to duty of all the members of my Mayoral Committee is much appreciated. Every councillor who took seriously the injunction to be accountable to the people is acknowledged.

Together we can and will turn around the lives of the people of the West Rand. Job creation will be high on our agenda. The Manifesto of the ruling party is always held in our sights as we strive to create a better life.

Accelerating change will be the chief objective of the WRDM in the year going forward.

K M NAWA

EXECUTIVE MAYOR

COMPONENT B: EXECUTIVE SUMMARY

1.1. MUNICIPAL MANAGER'S OVERVIEW

I am very pleased to present the West Rand District Municipality's (WRDM) 2011/12 Annual Report. It has been a year where we have again strived hard to serve the needs of our diverse community and balance the demands of our rapid growth with the need to ensure that our rural communities are sustainable and connected, and our natural environment is preserved and enhanced.

As part of the introduction to the foreword, one deemed it imperative to outline the synopsis behind the existence of the West Rand District Municipality. Amongst the powers and functions of the District Municipality is the development of the integrated development planning for the District Municipality as a whole, including a framework for integrated plans of all municipalities in the area of the district municipality. The MEC for Local Government identified two (municipal public transport, fire fighting services) of the local municipal functions to be performed by the District Municipality. Our District also performed functions assigned from provincial government, namely, Disaster Management and 107 National Emergency Telephone Services. Above all, our District is also performing ambulance services and primary health services on behalf of the provincial government on an Agency basis.

• LEADERSHIP AND GOVERNANCE

The Council continued its role as a strong and effective advocate, lobbying on behalf of our community for action on important local issues and continues to receive grants from other spheres of government and external bodies. Improved public transport, better road and infrastructure networks and improved educational opportunities were other examples of our advocacy efforts.

Like other municipalities, the WRDM also subjected its newly elected leadership to induction programmes organized at the level of SALGA and thereafter a Strategic Lekgotla that focused on the priority areas for the next five years of the new term of office. The following are the agreed upon strategic goals and objectives for the new term of Council:

Strategic Goal	Strategic Objectives
Regional development planning	Human settlements management support; District spatial development planning; District transport systems planning; and Rural development planning (agrarian reform, land reform)

Bulk infrastructure development / maintenance (electricity, water, solid waste, cemeteries, sewerage, roads, community / municipal buildings)	District bulk infrastructure planning; District bulk infrastructure projects resource mobilization; and District bulk infrastructure project performance monitoring
Health and social development	Health services (Municipal health, health programmes); and Social development programmes (HIV and Aids prevention, sports, arts and culture programmes, social development programmes directed at vulnerable groups)
Public safety services (regional support services)	Integrated emergency services; Disaster management; and Community safety (e.g. evictions, social crime prevention, policing, traffic coordination)
Environmental management	District environmental management framework; Environmental management programmes; District environmental management project resource mobilisation; and District environmental management project performance monitoring
Economic development	Tourism (development, marketing); and Enterprise development (all sectors)
Sustainable governance for local communities	Broaden / deepen local democracy; and Local government accountability
Business excellence within the WRDM	Corporate governance practices (legal compliance, oversight); Business management/leadership; and Resource management

The report, therefore, seeks to provide a comprehensive overview of the municipality's performance highlights and accomplishments of the financial year that ended on 30 June 2012.

- **RESPONSIBLE FINANCIAL MANAGEMENT**

The operational budget for the municipality was adjusted from an original budget of R288 747 000 to R279 262 000 by the Council in its ordinary meeting of 29 February 2012. The total operational expenditure for the year under review was R238 655 066. The total capital budget was R30 586 200 and the actual expenditure was R27 079 171. This is as a result of certain projects that were carried forward to be finalized in the first and second months of the new financial year. As achievement of the intention to reduce deviations from procurement processes from the

previous financial year, the municipality moved from R5 273 495.47 (2010/11) to R3 386 338.69 (2011/12) in deviations. Annual Financial Statements were submitted to the Office of Auditor General by 31 August 2011. The mid-year financial report in terms of the section 72 of the MFMA was submitted timeously to Council. In-year quarterly and monthly monitoring reports in accordance with sections 52(d) and 71 of the MFMA were also compiled within the prescribed period.

The municipality has adopted budget related policies (credit control and bad debt, virement, banking and investment, asset management) including the Supply Chain Policy that is aligned to supply chain management regulations as well as National Treasury's circulars. All the three Bid Committees are in place and functional.

It is with a great sense of achievement that we note that once again our municipality received an unqualified audit opinion from the Auditor-General. This demonstrates the quality of leadership and governance structures that put issues of compliance as the first priority in service delivery

- **ORGANISATIONAL EFFECTIVENESS**

The WRDM has embarked on a process of organizational restructuring and the final organogram was approved by the Council in its ordinary meeting held in October 2011 after a prolonged consultation process with the recognized trade unions. The generic post designations of the SALGBC were utilized as far as possible in the approved organizational structure with the purpose of assisting during the implementation of posts evaluation. Some of the benefits that the municipality would enjoy after the process will be a functional and cost effective organizational structure based on legally prescribed and core district municipal functions. We have also finalized the job profiles exercise with detailed work procedures and methods. We anticipate finalizing the process of placement in the first month of the new financial year.

The WRDM also prides itself on the continuous capacity building and reskilling of its human resources. During the year under review, a total number of 639, inclusive of councillors, benefitted from 28 skills development interventions in accordance with the identified skills gaps. An Employment Equity Forum was established and consists of an equal number of representatives from the management and trade unions. It is important also to indicate that the West Rand has embarked on the performance management process and during the year under review employees from level 3 upwards signed performance contracts, and the intention is to cascade this to level 6 in the new financial year.

I would like to express my gratitude to the political leadership for once again giving us direction and support during the period under review that was characterized by its share of successes and challenges. Surely, without your

leadership there would be nothing to report on and indeed things happened because you were there to lead from the front. Ultimately, you assisted us to navigate through and show us the light at the end of a tunnel.

In line with the spirit of the WRDM Vision 2016 Strategic Framework Review, the municipality is currently pursuing the possibility of sharing the Manager SCM with Westonaria Local Municipality. Also, in collaboration with the Provincial LG&H, the municipality has appointed a service provider to conduct the feasibility study on the single shared audit committee and audit function.

Again, as part of resource mobilization, the Municipality has entered into a partnership with the Project Support Office. Applications for funding to address the following deliverables have been submitted to relevant financiers as a result of this collaboration:

- Strategic network of major arterials and access routes
- Upgrade and maintenance plan of the strategic roads network
- Upgrade of water infrastructure for supply and distribution of projects
- District-wide Infrastructure maintenance plan and Infrastructure Plan
- District-wide Infrastructure Investment Plan
- District-wide Water Management Plan
- West Rand Sustainable Human Settlement Strategy
- Promotion of Themed Development
- Identification of Development Nodes and Corridors
- Extending on the Blue IQ: Transport Logistics Hub projects
- Establishment of Regional Truck Stop
- Development of Regional Bulk Contribution Strategy
- Establishment of Landfill Sites and/or Buy-back Centres
- Waste to Energy Conversion Projects
- Packaging and implementation of agriculture projects on suitable land
- Development of tourism products within the green economy & enhancement of existing sectors within tourism
- Branding of tourism products in Arts & Crafts, Hospitality and Leisure, Heritage, Business Tourism, Sports Tourism
- Development of auxiliary sectors in mining
- Entrepreneurship programme within economic sectors
- Skills development & training opportunities within economic sectors

- Health Information System (Syscare)
- Incident Management System
- Kagiso and Khutsong Response Stations
- Public Safety Headquarters
- Broadband/Fibre Optic Cabling
- Operational Infrastructure on ERP
- Upgrade of ICT infrastructure
- MSP for migration to Unicity
- Outdoor advertising

On the other hand, the WRDM is working hand in glove with the Province in coordinating the following flagship projects which fall within its area of jurisdiction:

- West Rand Sports Village
- Solar Farm Project
- Luipaardsvlei Landfill Site
- Leratong Inter-modal Facility
- West Rand Green IQ

To the West Rand communities we serve, thank you for your support given during this year of service delivery. Without your support, this recorded achievement would not be a reality. The same goes to our trade unions for working and supporting us towards achieving our common key reason for our shared existence and purpose.

Every accomplishment in this municipality is the result of corporate effort from all the employees. Thank you for your invaluable contribution and dedication towards the municipality. You are all my principle treasures. Thank you for your steward servant leadership.

M.D. Mokoena

Municipal Manager

1.2. MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

1.2.1. MUNICIPAL FUNCTION (FUNCTIONAL MANDATE OF THE WRDM)

Division of powers and functions between the WRDM and the Local Municipalities: Section 84(1) of the Structures Act states the following competencies of a District Municipality:

- Integrated development planning;
- Municipal roads and airports;
- Municipal health services and fire fighting services;
- Establishment, conduct and control of fresh produce markets;
- Promotion of local tourism;
- Municipal public works relating to the above functions;
- Receipt, allocation and, if applicable, the distribution of grants;
- Imposition and collection of taxes, levies and duties;
- The Minister for Local Government authorized the local municipalities to perform the following district municipal functions:
- Potable water;
- Bulk supply of electricity;
- Domestic waste water and sewage disposal systems;

1.2.2. POPULATION AND ENVIRONMENTAL OVERVIEW

LOCAL PROFILE

The West Rand District Municipality (WRDM) is a Category C Municipality, which consists of the four Local Municipalities, namely: Mogale City Local Municipality (1345 km² area space), Westonaria Local Municipality (639 km² area space), Randfontein Local Municipality (478 km² area space) and Merafong City Local Municipality (1634 km² area space). The WRDM is located on the South Western edge of Gauteng Province and it covers a total area space of 4, 095 km.

The following spatial and physical characteristics are common throughout the District:

- The main structuring elements in the District are the N14 and the N12, cutting parallel to each other, forming a strong south-east to north-west linkage. The R28 acts as a seam in the context of the District connecting the main movement lines in a north-south direction.
- The R500 provides the north-south direction connecting to the N14 to the north.
- The District is characterised by the mountain ranges of Magaliesberg to the North West.
- Development and settlements are concentrated towards the east of the District.
- Due to mining activities and their development buffer zones in the District, the main economic centres in the District display a dispersed and fragmented form.
- The District is largely dolomitic, which acts as a structuring element/restrictive factor in terms of land use patterns.
- Tourism and conservation opportunities exist in most of the Local Municipality areas, especially in the north and north-east, including the Cradle of Humankind World Heritage Site.
- Agriculture is a potentially important sector, predominating on the western side of the District (agricultural holdings).
- The settlement patterns of the area are a reflection of development dynamics and include historical residential patterns and trends, the related social and economic profile of the population, the economy and concentration of economic activity spatially, transportation infrastructure, engineering infrastructure, land availability and planning initiatives.
- Development pressure translates into a continuous sprawl of development into the rural areas, which needs to be controlled to preserve and maintain the rural character of the area.
- Dolomite, slopes, red data species, mining activities, nature reserves and undermined areas are environmental issues to be considered.
- Specific roads and rail routes act as conduits of development and link development zones with each other and with areas beyond the WRDM.
- The District is characterised by a significant number of mine dumps, otherwise referred to as "Golden Sand", bearing witness to the significant impact of mining in the District and Gauteng.

TRANSPORTATION LINKAGES AND INFRASTRUCTURE

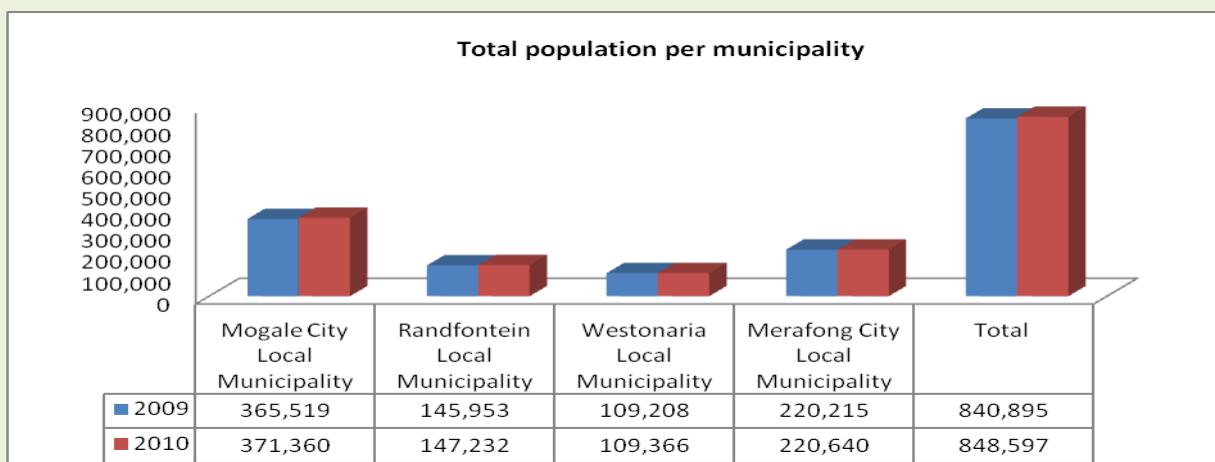
The WRDM is serviced by National, Provincial and Local roads. The N12 and N14 are the two National roads that cross the District in a west to north eastern direction. These routes generally provide good regional access between the WRDM and Johannesburg to the east, Pretoria to the north and the NW Province to the north-west.

Road infrastructure in the residential areas is generally poor, due to lack of maintenance, improper rehabilitation and pressure from new developments. According to available data, the extent of the provincial road network within the jurisdiction of the WRDM is 1 529.8 km. The majority of the roads are provincial tertiary roads with an inter-district mobility function.

Movement linkages are essential as they increase a region's connectivity and access to economic and learning opportunities. The district is well serviced in terms of east-west regional linkages and these directly link the WRDM to the northern and central Gauteng economic powerhouses to its east and the agricultural and mining zones of the North West Province to its west. The economic and developmental benefits that these linkages have added to the district itself so far are still relatively minimal.

DEMOGRAPHIC ANALYSIS

The District Wide Lekgotla, emphasized and resolved that sources of information used in the IDP Document must be uniform.



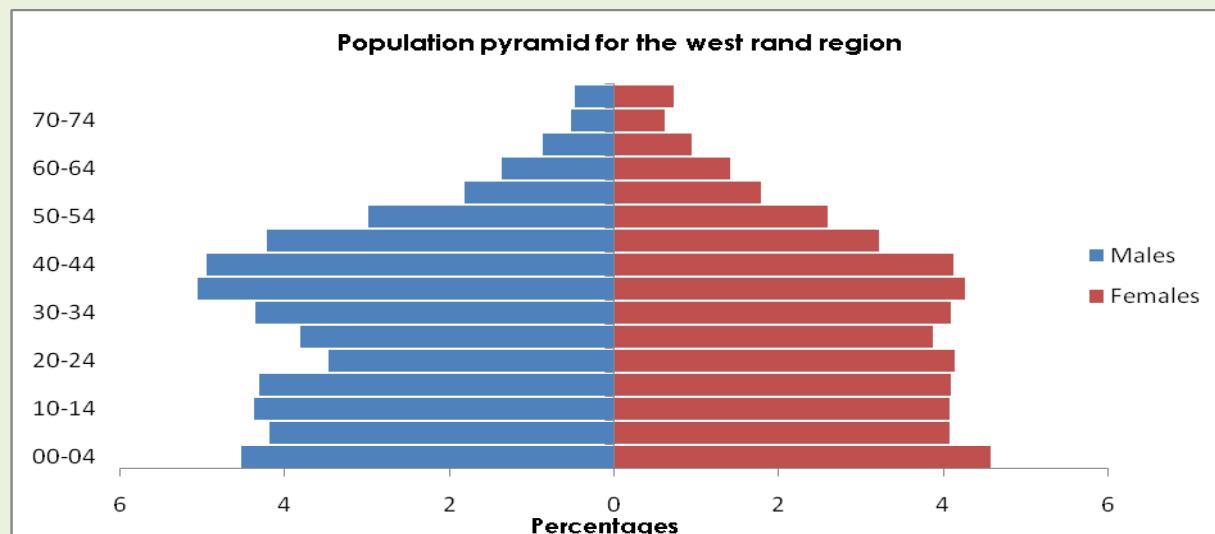
The graph above illustrates projections by Global Insight, in 2010. The total population of the West Rand region was 848 597, in 2010, as compared to 840 895, in 2009. This shows that regionally, the total population grew by 7702. Currently, Mogale City, including the DMA, contributes 43.76% of the total population within the region. On the other hand, Merafong City contributes 26.0%, whereas Randfontein Local contributes 17.30% and Westonaria Local 12.88% of the total regional population.

WEST RAND REGION'S TOTAL POPULATION DISTRIBUTION BY RACE

Race	Total	Total Percentage
African	670,720	79.0%
Whites	152,078	17.9%
Coloured	16,910	1.9%
Asian	8,904	1.0%
Total	848,612	100%

Source: Global Insight Data 2011

POPULATION COMPOSITION 2011 BY AGE AND GENDER

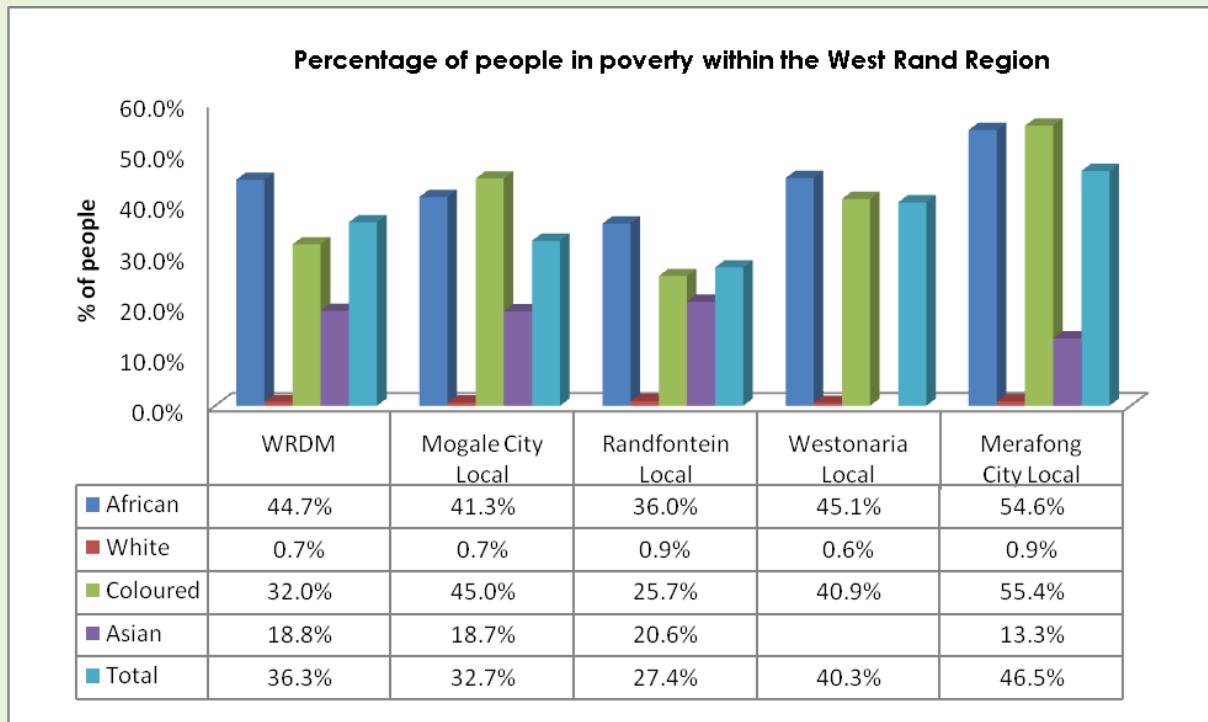


Source: Global Insight Data 2011

In the triangular pyramid, proportionally (and, of course, numerically) more adult people than younger people are found. The most progressive groups are those below 00-04 years old, followed by the 05-09, and 10-14 years old. The adult group, potentially the working age group, has to carry a heavy burden of caring for the young as well as the old. The dependency ratio (an expression of the ratio between the 16-64 years age groups – the potential workers – and those 15 years and younger and those 65 years and above, the latter both the dependent groups) is

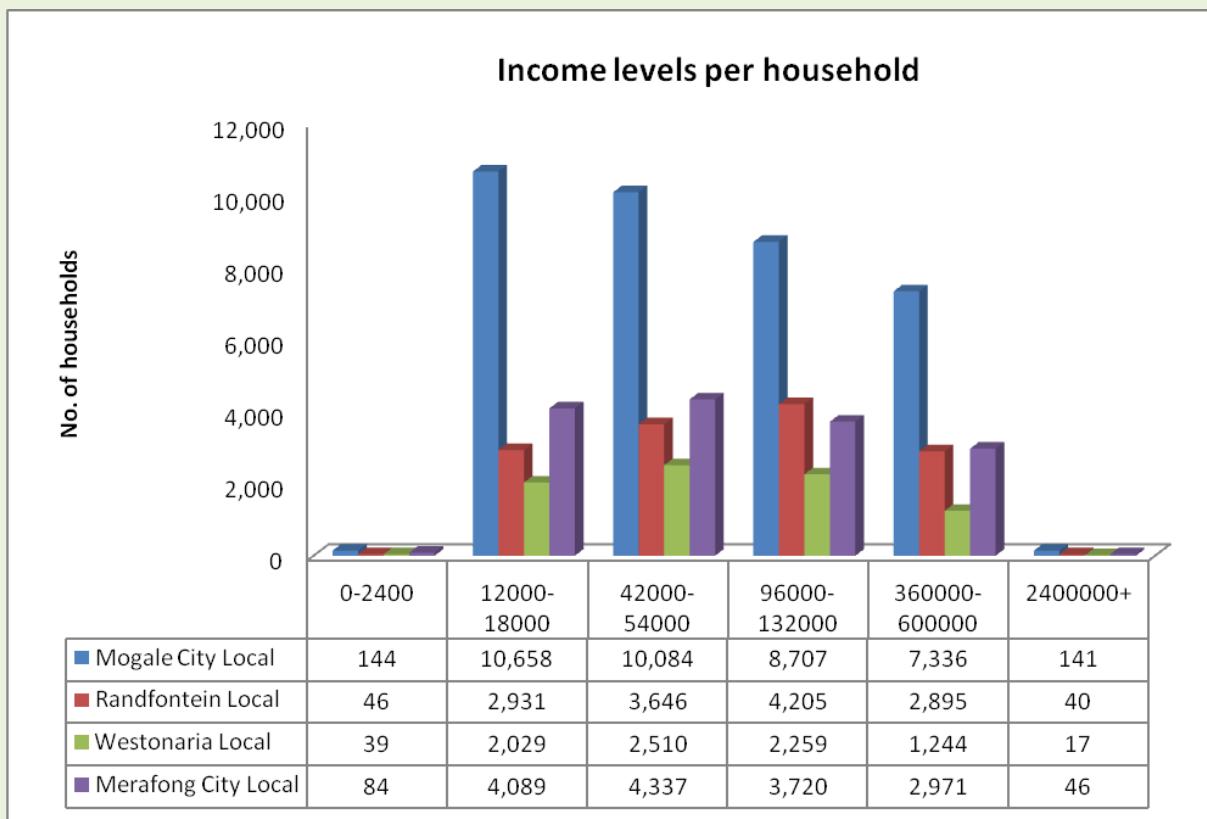
high in these populations, on the other hand mortality rate seems to be considerably balanced on both males and females aged between 00-04 years old.

The population pyramid also shows a decrease in population for people aged between 20-24 years old on males only, whereas the population for females aged between 20-24 years old seems to have increased slightly. Mortality rate seems to be constant for both males and females aged between 70-74 years old.



The WRDM has the objective of eradicating poverty and unemployment. According to the graph above, Merafong City Local Municipality is still experiencing a high rate of poverty at 46.5%; meaning, poverty in Merafong has just decreased by 1.7% only. Poverty in Westonaria Local Municipality has only decreased by 1.5%; currently Westonaria is still experiencing high poverty levels at 40.3%. The reasons behind the high level of poverty in both Merafong and Westonaria could be the result of mines closing down and people being retrenched.

Randfontein Local Municipality appears to have the lowest percentage of people living in poverty, the reasons could be that most of the population within Randfontein is employed in the agriculture, manufacturing, trade, transport and finance sectors.



The graph indicates that Mogale City, including the DMA, appears to be the area with the highest income in the region with households earning from R2 400 to R2 400 000 per month. Most of the households identified within the above mentioned earning brackets are people who work in private companies in the Johannesburg Metropolitan Municipality. The graph also illustrates that most of the households within the West Rand Region are earning more than R2 400 per month, which impacts positively on the Municipalities, since the households can afford to pay for their monthly services.

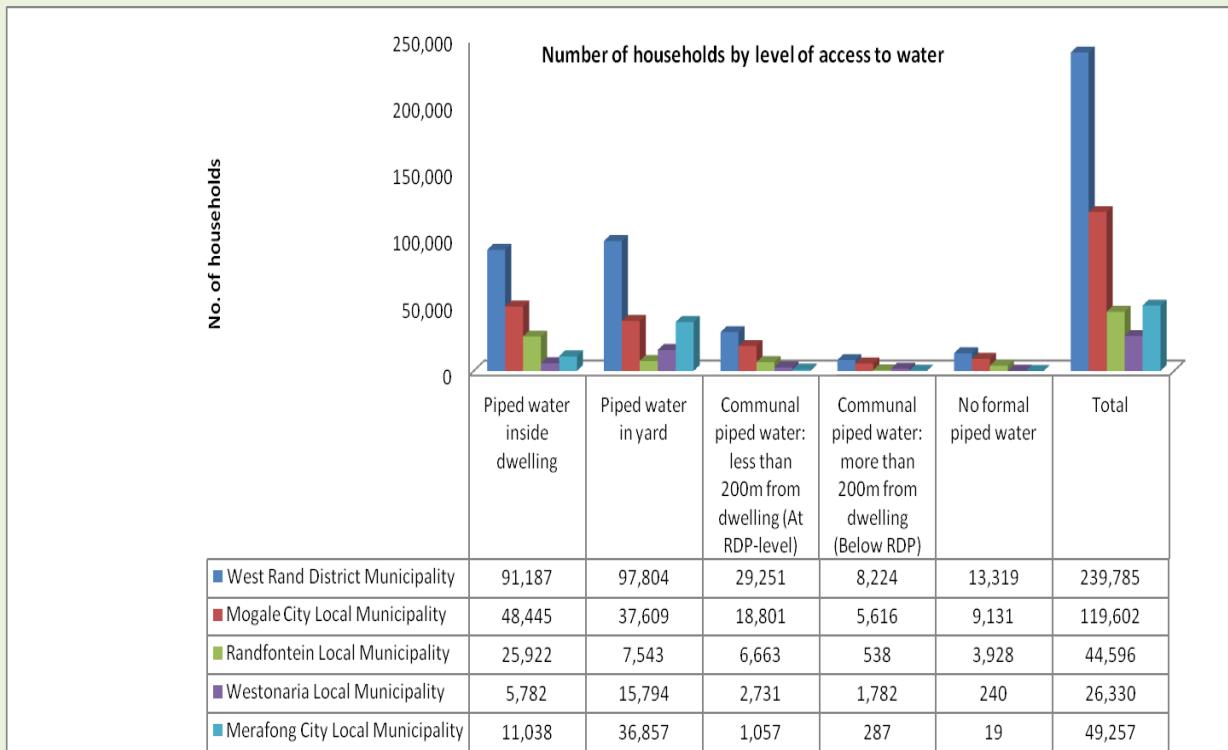
SERVICE DELIVERY AND INFRASTRUCTURE MANAGEMENT

Therefore, government's target on access to basic services includes the following:

- Access to basic water supply (potable water supply)
- Access to basic sanitation (sewerage)
- Access to electricity by 2012.
- Universal access to housing by 2012
- Access to health services

- **POTABLE WATER SUPPLY**

The main water supplier in the municipality is Rand Water; the water is pumped from the Vaal River into local reservoirs. The local councils own and manage the local distribution of infrastructure. Water supply in the WRDM can be considered to be fairly good, particularly in the urban areas.

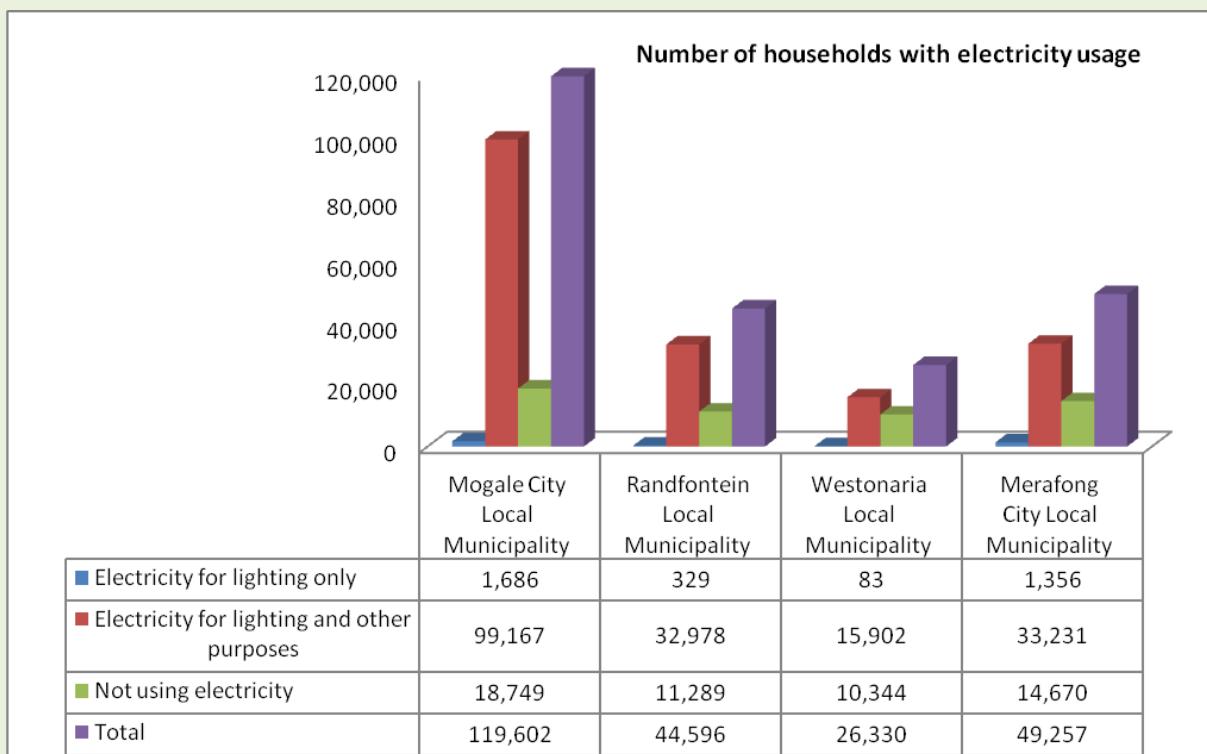


Source: Global Insight Data 2011.

The above graph indicates that in Mogale City Local Municipality, 41% of the households have access to piped water inside their dwelling. In Randfontein, 58% of the households can access their piped water inside their houses. Westonaria appears to have the lowest percentage of households who can access their piped water inside their houses, whereas in Merafong City Local Municipality only 22.4% can access piped water inside their dwellings.

ELECTRICITY DISTRIBUTION

Due to the expansion of the economic activities that sustain the district municipality, the areas that are in greater need of electricity supply and maintenance are mainly the urban areas of Randfontein and Mogale City. This is particularly due to the population densities found in these areas coupled with the various land uses that range from residential to commercial and industrial. These are all land uses that require a greater supply of electricity compared to those agricultural areas found mainly in the south to north western bow of the municipality.



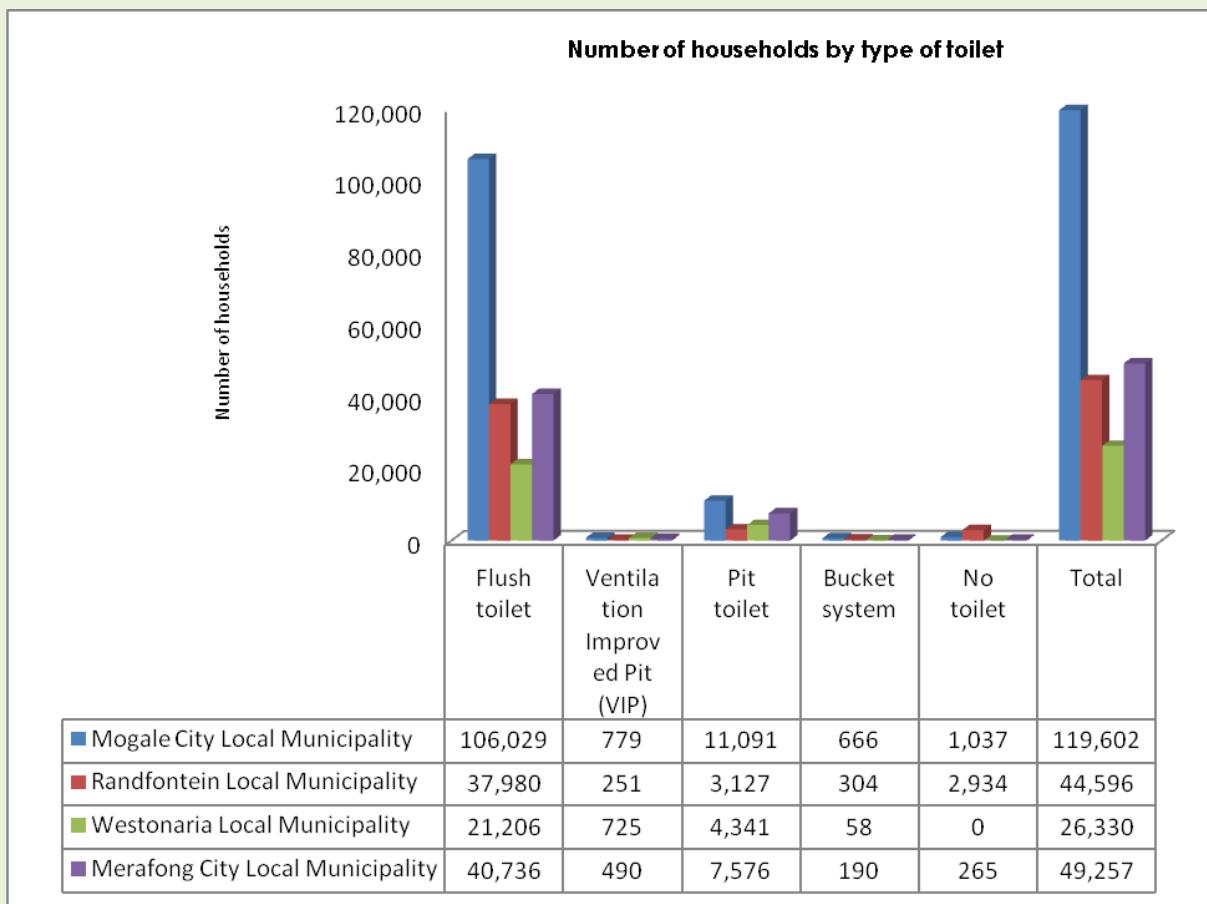
Source: Global Insight 2011.

The above table shows, Mogale City, including the DMA, has 15.6% of households with no access to electricity, followed by Randfontein, at 25%, Westonaria, at 39% and Merafong City, at 29.7%. Westonaria has 60% of households using electricity for lighting and other purposes, whilst Merafong City has 67%, Mogale City, including the DMA has 82.9% and Randfontein has 73.9% of households. In terms of households using electricity for lighting only, Merafong City has 2.7%, followed by Mogale City, at 1.4%, Randfontein, at 0.7% and Westonaria 0.3% of households.

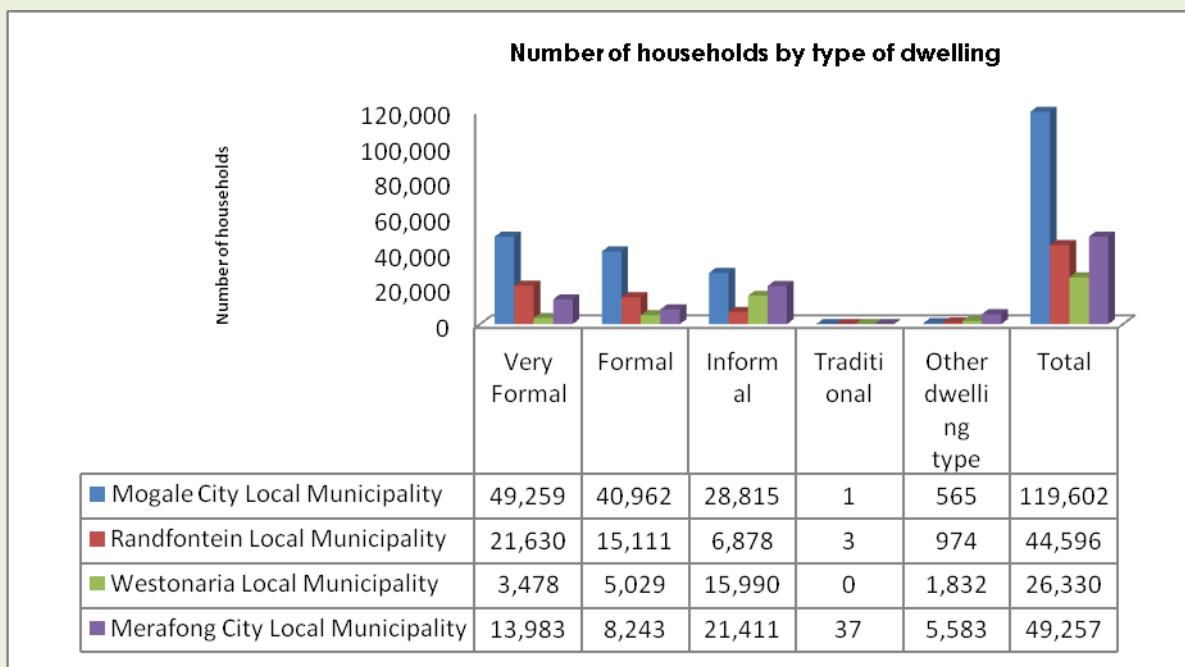
SEWERAGE (SANITATION)

Sanitation is fairly good in the urban areas of the WRDM, however in Mogale City LM there is a need for improvement.

The RDP sets the minimum standards for the provision of sanitation. The RDP refers to a minimum of an "adequate safe sanitation facility per site". This is interpreted in the national sanitation policy as being "a ventilated improved pit (VIP) toilet in a variety of forms, or equivalent, as long as it meets certain criteria in terms of cost, sturdiness, health benefits and environmental impact.

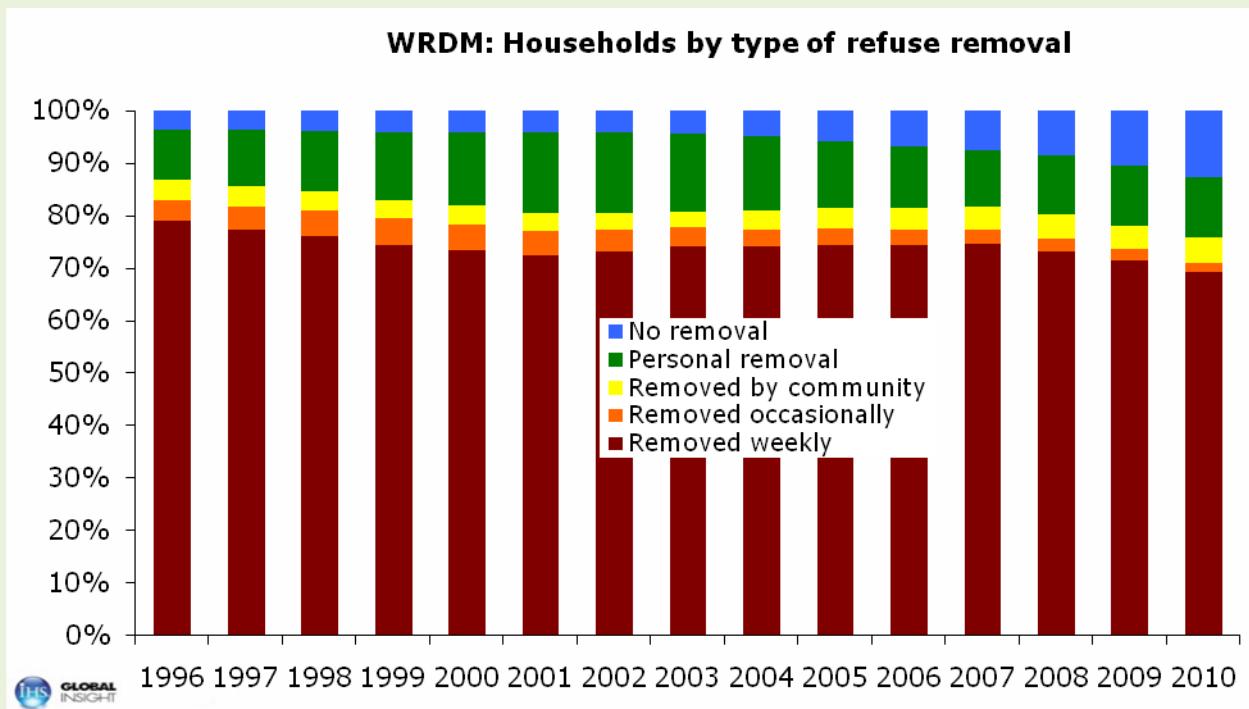


The above table illustrates the percentages of households using flush toilets; Mogale City, including the DMA has 88.6%, Randfontein 85.1%, Merafong 82.7% and Westonaria 80.5%. In Westonaria, 2.7% of the households are using Ventilation Improved Pit toilets, in Mogale City, including the DMA, 0.6%, Randfontein 0.5% and 0.9% in Merafong City local municipality. However, with Westonaria at 0.2% bucket toilet system, the region is nearly achieving the universal target of providing basic sanitation. Merafong City, on the other hand, has 0.3% of households using bucket toilet system, followed by Mogale City, including the DMA at 0.5% and Randfontein, at 0.6%.



Source: *Global Insight data 2011*

The above graph illustrates the main types of dwellings, which are grouped into formal and informal housing and other types of dwellings per local municipality in the region. Formal housing includes a brick house on a separate stand, traditional house or hut, flats and/or town houses. While informal housing includes a room in a back yard, a shack in a backyard and a room/shack not in a yard. Other types of dwelling include a caravan, ship/boat and hostel rooms.



Global Insight 2011

The above chart illustrates refuse removal for the WRDM from 1996 to 2010. In 2010, the WRDM, on a weekly basis removed refuse from 166 286.6 households. To date, refuse removal has its own benefits both for the end users (residents and business community) as well as the service provider (the municipality serving its area of jurisdiction). The benefits thereof can be categorized as such.

Benefits enjoyed by the local authority:

- Reduced or eliminated health hazards;
- Well maintained litter-free local areas market themselves;
- Increased investor confidence;
- Investor attraction reciprocates an increased tax-base for the local municipality;
- Increased patriotism and a sense of ownership on state-owned properties from the side of the end-users, thereby preserving those very properties e.g. not dumping especially in ecological sensitive areas.

Benefits enjoyed by the end users:

- A healthy living environment – reduced or eliminated health hazards;
- Eliminate potential health risks posed by pollution; and

- An environment conducive to conducting business.

AIR POLLUTION

It is expected that airborne concentrations of particulates and dust fallout will be the main concern in this area. They originate from exposed or partially exposed tailings dams, unpaved roads, mining and industrial activities, such as crushing and screening, material handling, temporary storage piles. Other sources contribute, such as biomass (veld) burning and informal biomass or refuse burning. Significant health impacts and associated health costs have been found to be associated with exposures to fine particulates.

Fine particulate concentrations have been found to be elevated throughout areas with a high concentration of mining and industrial activities and even in areas more remote from heavy industrial and domestic coal burning areas. Although the lenient current SA guidelines are not exceeded at such locations, international best practice guidelines are exceeded on a frequent basis. In the event that SA guidelines are brought in line with international best practice, it is expected that some areas of the West Rand would be classified as being in non-compliance.

Other pollutant concentrations, such as ground level ozone (O₃), nitrogen dioxide (NO₂) and sulphur dioxide (SO₂), have been found to be present at elevated levels in other areas. Ozone (O₃) and nitrogen dioxide (NO₂) have been found to occur in close proximity to busy roadways, but do not exceed guidelines in other studies.

Emissions of hazardous air pollutants (HAPs), including various toxins, teratogens, mutagens and carcinogens are frequently associated with waste disposal facility operations and certain industrial activities. These pollutants, despite their being emitted in trace amounts, present significant health risks in instances where residential settlements are located in close proximity to sources. The potential also exists for the bio-accumulation of certain substances (e.g. mercury) and for increased exposure due to other exposure pathways, primarily ingestion. The main sources of concern include industrial operations associated with HAP releases, domestic coal burning, and incineration and landfill operations.

ACID MINE DRAINAGE (AMD)

A major environmental problem relating to mining in the WRDM is uncontrolled discharge of contaminated water (or decant) from abandoned mines (Banks et al, 1997, Pulles et al, 2005). Commonly known as Acid Mine Drainage (AMD), there is a wide acceptance that this phenomenon is responsible for costly environmental and socio-economic impacts.

AMD is characterized by low pH (high activity), high salinity levels, elevated concentrations of sulphate, iron, aluminium and manganese, raised levels of toxic heavy metals such as cadmium, cobalt, copper, molybdenum and zinc, and possibly even radio nuclides. The acidic water dissolves salts and mobilizes metals from mine workings and residue deposits. Dark, reddish brown water and pH values as low as 2.5 persist at the site (Akcil and Koldas, 2006). AMD is not only associated with surface and groundwater pollution, but is also responsible for the degradation of soil quality, aquatic habitats and for allowing heavy metals to seep into the environment (Adler and Rascher, 2007). An exacerbating characteristic of AMD is its persistence. It is extremely difficult to rectify.

Acid mine water started to decant from the defunct (closed) flooded underground mine workings in the West Rand in August 2002. "Decant has subsequently been manifested at various mine shafts and diffuse surface seeps in the area. Up until early 2005, and completion of storage and pumping facilities to contain and manage on average of 15 Mega-Litres per day (ML/D) of decant, the AMD found its way into an adjoining natural water course and flowed northward through a game reserve, and towards the Cradle of Humankind World Heritage Site". (Oelofse et al, 2007).

In April 2005, the media drew attention to the West Rand basin with news headlines such as "A rising acid tide" and "Acid River rocks Cradle of Humankind". The reports went on to state that "South Africa's renowned Cradle of Humankind in Gauteng, home to one of the world's richest hominid fossil sites, is under threat from highly acidic water pollution..." (Independent online, 14 April 2005) and "It is also threatening to drown the Sterkfontein caves", (Mail and Guardian, 12 April 2005). The Mail and Guardian also accused scientists, mining companies and government of reluctance to discuss the mine water decant and its impact publicly "...and yet it is the start of a problem of such magnitude that it will affect our environment and health for decades to come" (Mail and Guardian, 12 April 2005).

ENVIRONMENTAL OPPORTUNITIES

The most valuable environmental assets and opportunities of the WRDM are as follows:

Ridges with high aesthetic and ecological values

The northern section of the West Rand, including Mogale City and the Cradle of Humankind World Heritage Site, forms part of the Magaliesberg range of ridges. Ridges, due to varied topography and climate, are considered to have spatially heterogeneous, abiotic conditions that provide a greater diversity of potential niches for plants and animals than homogeneous landscapes. Ridges are therefore considered ecologically sensitive, and their protection is critical to the sustainability of many species as well as the overall diversity of the region.

Agricultural potential

The West Rand District Municipality has areas with significant agricultural potential, which should be regarded as an important resource.

Heritage

WRDM prides itself on having approximately 169 cultural heritage sites scattered through the various local municipalities. There are 15 SAHRA registered cultural heritage sites within the WRDM, of which the Cradle of Humankind World Heritage Site (CoH WHS) forms part. Heritage sites are predominantly found in the Cradle of Humankind World Heritage Site and Mogale City Local Municipal area.

Comparative advantage

Due to the strategic location of the WRDM in relation to the Gauteng Province, the agriculture sector has huge potential to grow and stimulate economic development. The advantage held by farmers within the WRDM is their close proximity to the largest consumer market of perishable goods in South Africa (i.e. City of Tshwane and City of Johannesburg). The WRDM also contains some areas with good to excellent agricultural potential. The WRDM also possesses the potential to develop agro-processing within its borders, as the majority of required resources are available. The pursuit of this opportunity would also be in line with the Provincial and National priorities.

Mining is still a very important economic sector in the West Rand, both in terms of production and employment. The mining industry is set to play an important role in the economy of the West Rand for many years to come. With an average future life span of 26 years per mine and the current favourable outlook thanks to high international gold prices, there is still considerable potential to utilize the mining sector as a catalyst for developing other economic activities, by strengthening local backward and forward linkages.

The WRDM has another comparative advantage namely tourism. Tourism is not an economic sector in its own, but forms part of other sectors especially the trade, transport and finance sectors. However, due to its increasing importance as an income and employment creator in South Africa (and the WRDM), it is believed that this sector should also be discussed in this section. The WRDM has various tourism opportunities / attractions, of which the most important is surely the Cradle of Humankind World Heritage Site. And even though the CoH WHS is not under the management of the West Rand District Municipality, the largest portion of the site falls within the boundaries of the WRDM and therefore bodes well for tourism development in the West Rand. The West Rand must capitalize on the consequential opportunities for tourism development that will be created, which will allow the West Rand to increase its share of international and domestic tourism arrivals and capitalize on the resultant opportunity for

economic growth. The WRDM has a number of unique selling points that need to be promoted, which include but are not limited to the following:

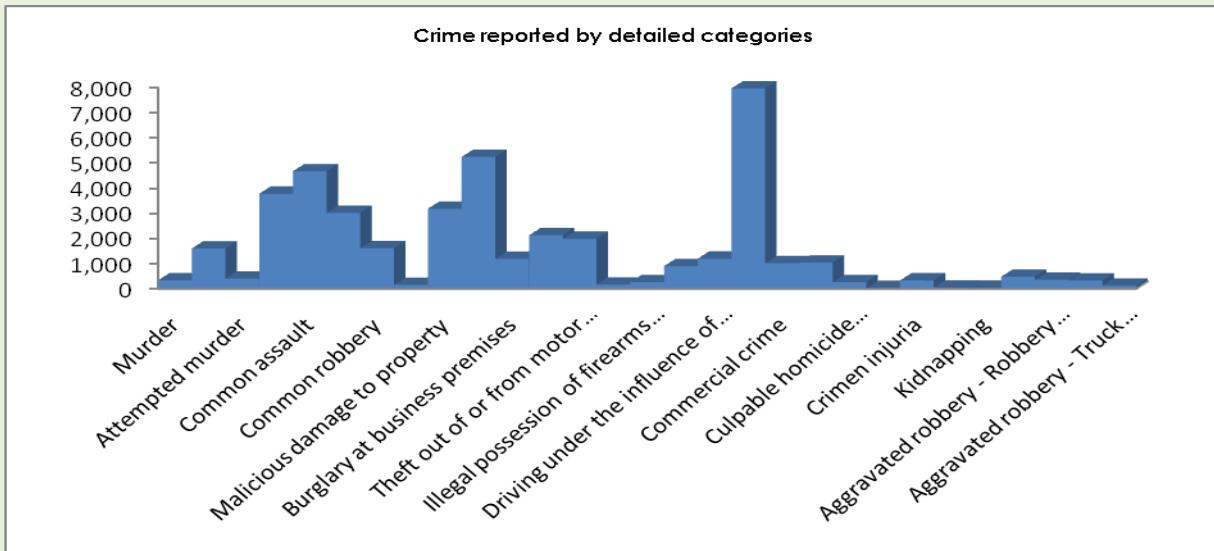
- Silver Star Casino
- Crocodile Ramble
- Magalies Meander
- Magaliesburg Express
- Magaliesburg Wilderness Area and
- Krugersdorp Game Reserve.

The West Rand offers a variety of tourist products and services, including hotel, conference and bed and breakfast facilities, restaurants, leisure options, heritage attractions and nature tourism options. There are however certain elements that constrain the development of the tourism industry in the WRDM, such as inadequate marketing of the areas as a tourism destination

PUBLIC SAFETY

Social Crime Prevention

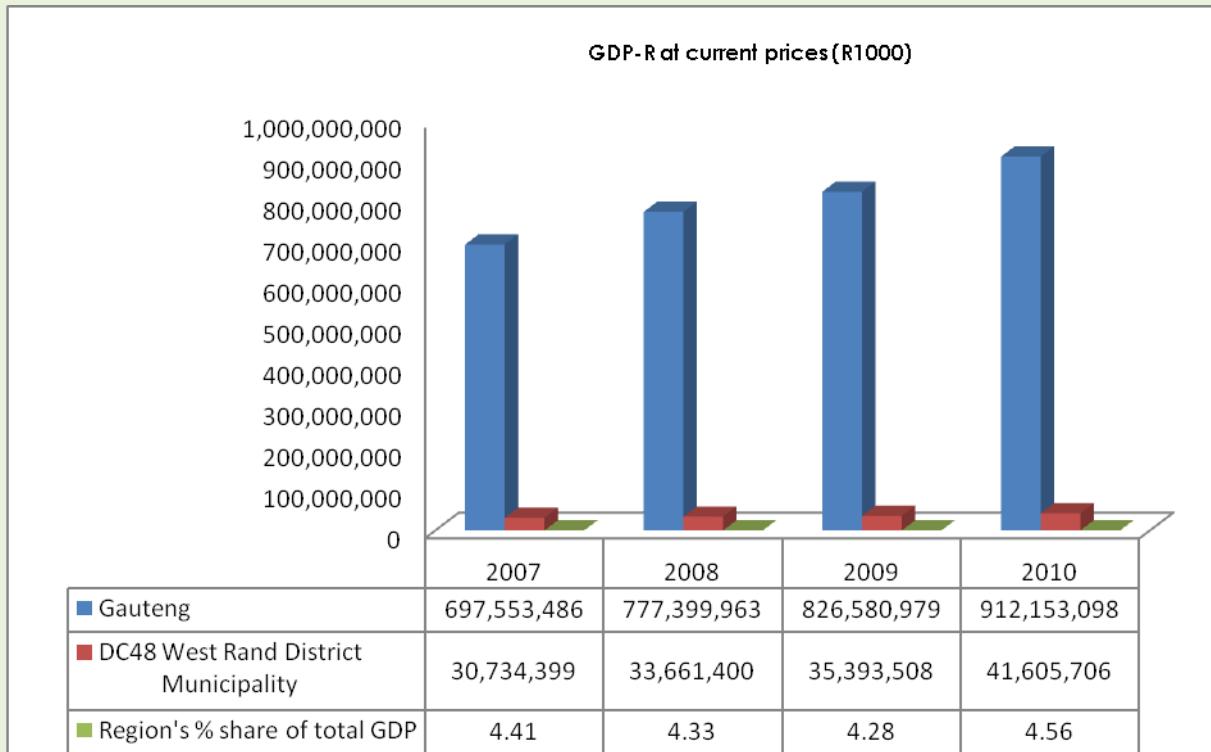
Coordinate Awareness Programmes on prevention of social crimes like child and women abuse, work jointly with the constituent local municipalities and the SAPS on a Community Safety Forum and Community Policing Forum on social crime prevention campaigns.



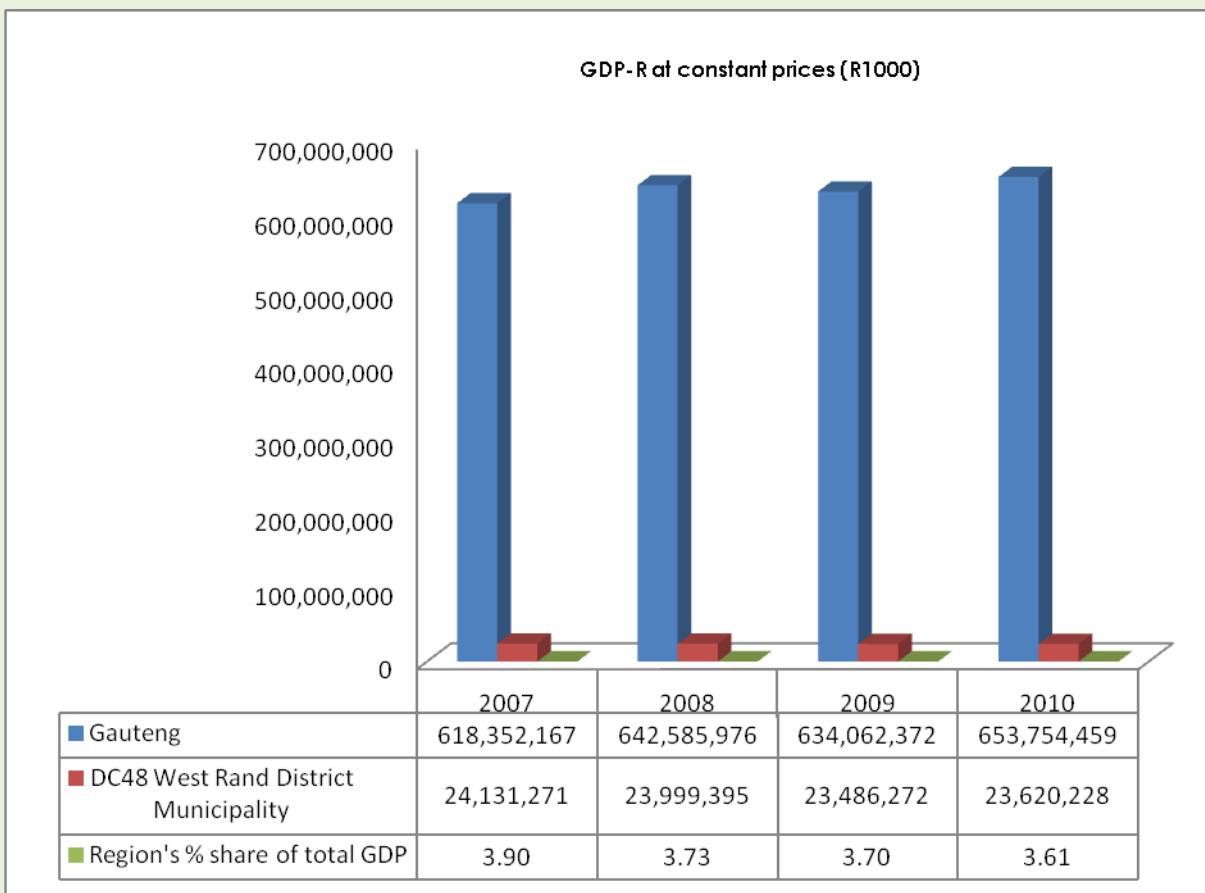
Source: Global Insight Data 2011

ECONOMIC ANALYSIS

West Rand Region's Gross Domestic Product (GDP-R) in comparison to the Gauteng Province at Current Prices (R1000).

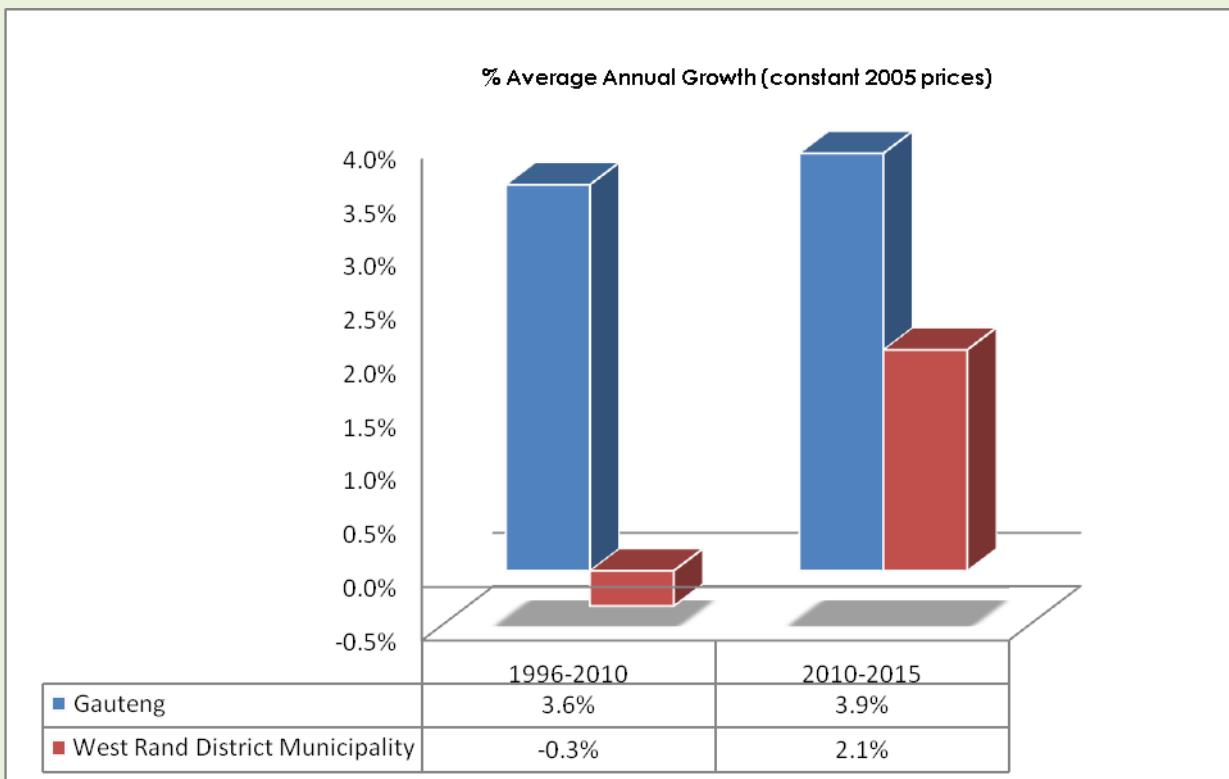


The graph shows the West Rand Region's contribution to the total GDP for the years 2007 to 2010, in comparison to Gauteng Province's GDP at current prices. The contribution has increased from 4.28% to 4.56%, in 2010. The table also illustrates that, at 4.56%, the West Rand still remains the poorest region when contributing to the Gauteng GDP. The reason could be that most of the people residing in the West Rand work in areas such as Johannesburg Municipality, which means they are contributing far more to the Gauteng Province GDP.



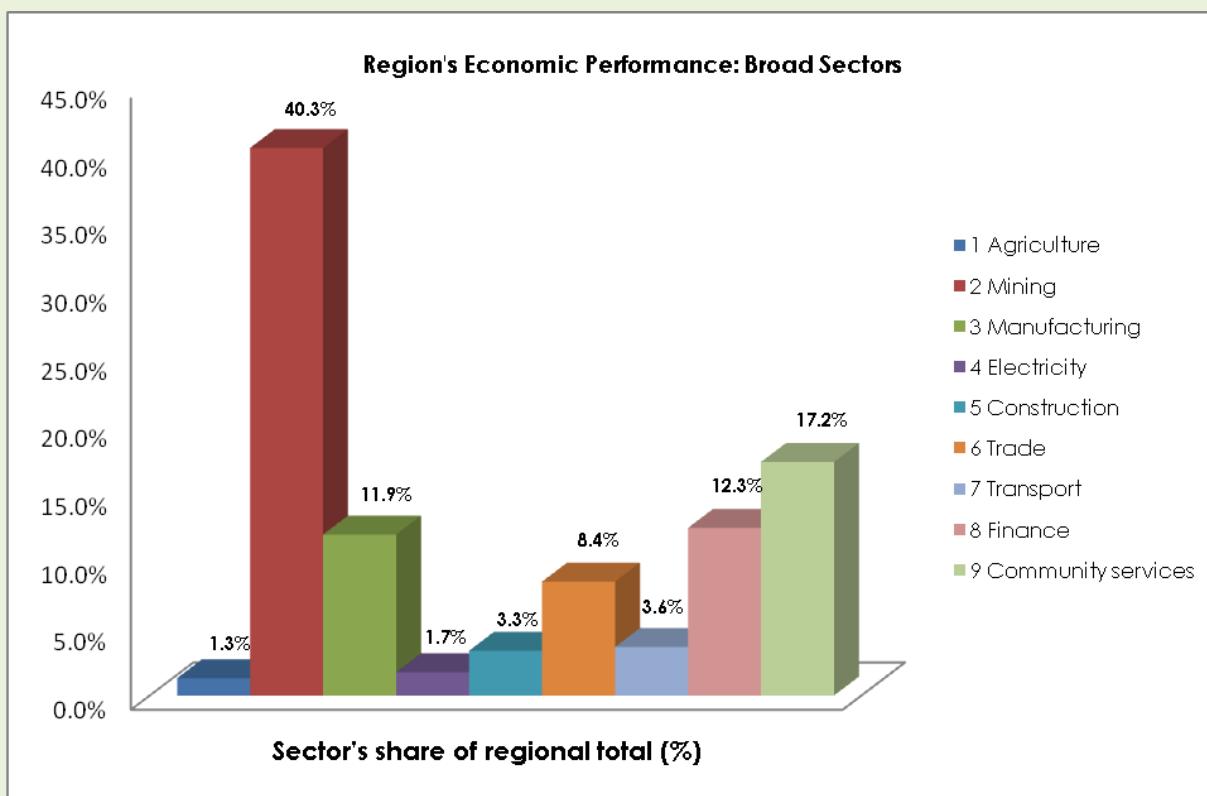
Source: Global Insight Data 2011

The table shows the West Rand Region's contribution to the total GDP for the years 2007 to 2010, in comparison to Gauteng Province's GDP, at constant 2005 prices. The contribution has decreased from 3.70% in 2009 to 3.61% in 2010. The table also illustrates that, at 3.61%, the West Rand still remains the poorest region when coming to contribute to Gauteng GDP. The reason could be, most of the people residing in the West Rand work in areas such as Johannesburg Municipality, which means they are contributing far more to the Gauteng Province GDP.



Source: Global Insight Data 2011

The graph shows the West Rand Region's average annual growth at constant 2005 prices, in contrast to Gauteng Province's GDP for the years 1996 to 2010, as well as the anticipated average annual growth from 2010 to 2015. From the above table, it is evident that from 1996 to 2009, the West Rand District Municipality's GDP annual growth rate was -0.3%, as compared to Gauteng, which was 3.6%. However, according to Global Insight's future economic predictions it is at 2.1%, for the West Rand District Municipality in comparison to Gauteng's 3.9% projected average annual growth rate.



Source: Global Insight Data 2011

According to Global Insight, the economy of the WRDM is dominated by the mining industry sector that contributed 40.3% to the WRDM GDP, in 2010, followed by the community services sector at 17.2%, and finance at 12.3%. With the decline in the manufacturing sector due to price fluctuations and commodity demands, mining once again becomes an important sector, as it contributes the most to the WRDM GDP.

Economic diversification has been identified as the key to stimulate the West Rand economy with agriculture and tourism as the sectors in which the region has a comparative advantage. The region has easy access to the Johannesburg fresh produce market and the Lanseria airport which are some of the added advantages. The availability of irrigation water and contaminated soil remain some of the challenges.

The establishment of the Cradle of Humankind has made it possible for the West Rand to be a prime tourism destination in Gauteng. This sector has great potential to stimulate the economy, if fully exploited.

SECTOR CONTRIBUTION (%): 2010 AVERAGE GROWTH IN GDP

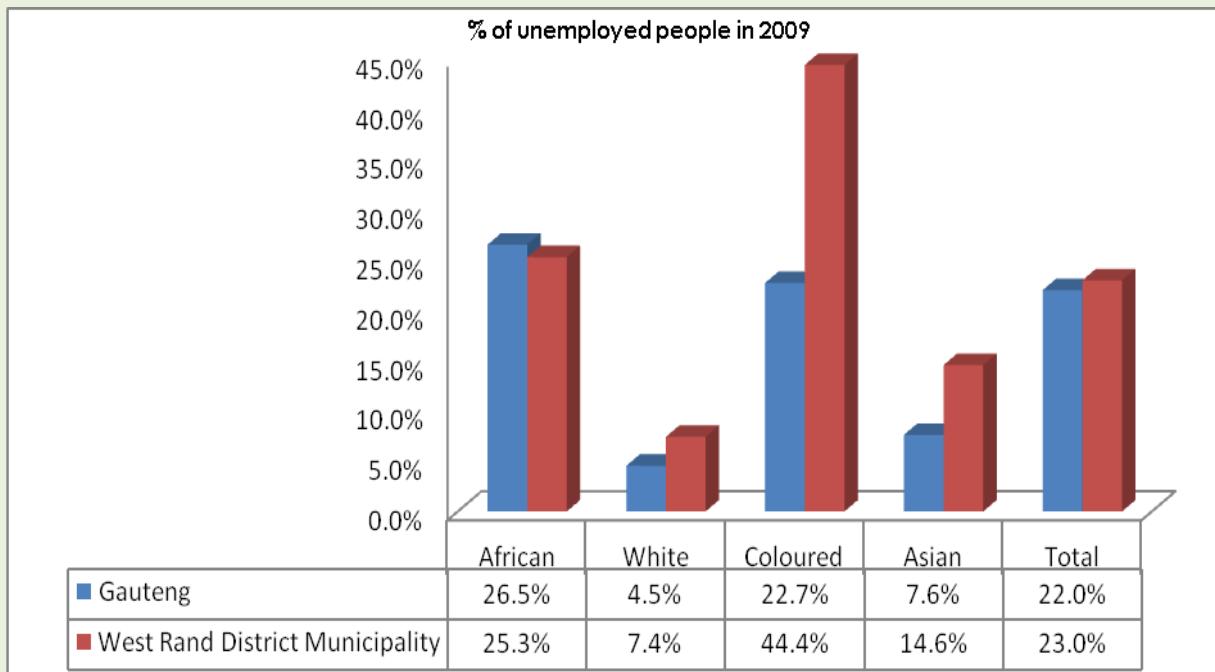
Broad Sectors	West Rand District Municipality	Mogale City Local Municipality	Randfontein Local Municipality	Westonaria Local Municipality	Merafong City Local Municipality
1 Agriculture	1.3%	2.3%	1.4%	0.4%	0.7%
2 Mining	42.8%	3.0%	20.3%	79.3%	73.0%
3 Manufacturing	11.2%	22.2%	17.7%	2.5%	2.3%
4 Electricity	1.7%	3.9%	0.3%	1.0%	0.3%
5 Construction	3.0%	4.9%	4.7%	1.3%	1.3%
6 Trade	8.1%	12.6%	11.1%	4.2%	4.5%
7 Transport	3.5%	6.7%	4.2%	1.1%	1.2%
8 Finance	11.7%	18.4%	23.3%	2.9%	5.2%
9 Community services	16.7%	26.0%	16.9%	7.5%	11.5%
Total Industries	100.0%	100.0%	100.0%	100.0%	100.0%

SECTOR CONTRIBUTION PER %: 2011 AVERAGE GROWTH IN GDP

Broad Sectors	West Rand District Municipality	Mogale City Local Municipality	Randfontein Local Municipality	Westonaria Local Municipality	Merafong City Local Municipality
1 Agriculture	1.3%	2.2%	1.4%	0.4%	0.7%
2 Mining	40.3%	2.6%	18.1%	77.9%	71.0%
3 Manufacturing	11.9%	22.5%	18.4%	2.6%	2.5%
4 Electricity	1.7%	3.8%	0.4%	1.0%	0.3%
5 Construction	3.3%	5.3%	5.0%	1.4%	1.4%
6 Trade	8.4%	12.5%	11.2%	4.4%	4.9%
7 Transport	3.6%	6.6%	4.1%	1.2%	1.3%
8 Finance	12.3%	18.7%	24.3%	3.1%	5.6%
9 Community services	17.2%	25.8%	17.0%	8.0%	12.3%
Total Industries	100.0%	100.0%	100.0%	100.0%	100.0%

UNEMPLOYMENT

The major structural issues that have contributed to high unemployment and poverty in the area include persistent low economic growth, retrenchments from mining due to the decline in mining and insufficient diversification of the economy.



Source: Global Insight Data 2011

In 2009, 26.5% of Africans in Gauteng were unemployed according to the official definition and the official unemployment rate. However, in the West Rand the unemployment rate for Africans was slightly lower at 25.3%. The rate for 2010, for the West Rand is, however, 24.6 which is higher than the average for Gauteng which was 24.3%.

The level of unemployment is intrinsically linked to the characteristics of poverty in the WRDM. The problem of unemployment in the WRDM has a marked geographical component. Unemployment is nevertheless being experienced in the region as a whole. The decline in the Mining Industry also contributes to unemployment due to job losses as a result of retrenchments.

1.3. SERVICE DELIVERY OVERVIEW

Local Economic Development

The goal is to create a region where people come first and where everyone has the opportunity to build a better life. The aim of the unit is to re-structure the local economy to allow people to fully engage, participate and seize the opportunities offered through the coordination of agricultural and rural development, coordination of enterprise development and tourism. During the period under review the district started a process of reviewing three important regional strategies; namely: Growth and Development, Economic Development and Marketing and Investment. As part of continuous improvement, the 5th Tourism Awards project increased immensely from 45 entries in 2007 to 281 entries in 2011/12. To this end, our appreciation goes to the Cradle of Humankind Heritage Site Management Authority for supporting and partnering with the district for a well-organized and memorable 5th West Rand Tourism Awards function. West Rand also participated in the Indaba International Tourism show in Durban as part of the Gauteng pavilion. The pavilion won a platinum prize for the best overall stand in the Durban Exhibition Centre. The Regional Tourism Organization was also launched on the 28 June 2012 in Kromdraai.

Regarding rural development and agriculture, the District continues to support Merafong Flora for the production and sale of cut foliage and flowers to local and international markets. The flowers are sold through Multiflora and some florists are buying directly. In some instances flowers are sold through the Pretoria Flower Market. In collaboration with the Province, the first Agricultural College of its kind was launched at the Carmel Estate Farm in Magaliesburg. The college will in future assist in training and capacity building of farmers in the West Rand and Province in general. The West Rand has developed an appetite for establishing a fresh produce hub and to this extend the feasibility study was conducted during the year under review. The findings from the assessment indicates that a fresh produce hub is feasible and the envisaged facility will embrace warehouse facilities with cold

and chill rooms, truck stop with appropriate handling equipment, packaging and processing with capital-intensive equipment.

As part of job creation, the municipality has, during the year under review, created 1347 temporary employment opportunities, 34 permanent employment and 71 contractual employment opportunities through funding derived from other spheres of government and own funding.

Public Safety

One of our key mandates as a District is to render emergency services, manage disaster and community safety. Socio economic factors cannot be separated from crime and criminality. Therefore, the West Rand has committed itself to the national mandate of establishing a sustainable safe and healthy living environment within which risk and vulnerability is effectively managed and mitigated. Due to the capacity of our employees once more, we assisted and participated in other disaster responses and recoveries in other countries. During the year under review, the municipality assisted a total number of 29 231 patients that were taken to various medical facilities as part of the ambulance service. Again as part of emergency services, a total number of 1 164 fires were attended to and a further total number of 1 545 accidents were also attended to during the year under review.

Through the installation of CCTV cameras the district has succeeded in combating crime and increase business confidence in the region. A total number of 10 406 incidents were captured since installation and statistics demonstrate that there is a drop from 5 252 in 2009 to 1 146 in 2012. 340 (66 in 2009, 116 in 2010, 122 in 2011 and 36 in 2012) suspects were arrested and 80% were successfully prosecuted. The District has installed state of the art security system during the year under review at a cost of R1 275 932. We also upgraded plant and equipment for an amount of R433 500.00 in our fire stations.

Health and Social Development

Amongst the key responsibilities of the Municipality is to manage municipal health services, health and social development services. An amount of R5 271 697.78 was utilized for programme and administration support that includes door to door education on HIV/AIDS, TB and STI. A further amount of R293 125 was utilized for regional environmental health services.

The District Health Council was established and meetings are held quarterly. Subsequently a West Rand District Health Plan was presented and signed in accord with prior submission to the Province. All the MHS functions from local municipalities have been transferred to the District with the exception of Mogale City Local Municipality wherein a SLA is to be signed. The West Rand District Sport Council was established and executive leadership elected

and is currently functional. We have partnered with the Provincial Department of Sports and all the Executive Mayors Offices' within the District for successful running of Sixteen (16) Days of Activism campaign. 70 Learners from 4 local sports councils around the West Rand were trained through Damelin College. We have conducted 50 pauper burials during the year under review.

Regional Development Planning and Environmental Management

This Municipality is also responsible for regional environmental management, coordination of human settlement, coordination of land use and transport planning services. An amount of R701 957 was utilized for the development of a Regional Growth and Development Strategy. The District is aspiring to be the greenest district in the province and therefore an amount of R4 812 835 was utilized towards greening initiatives (development of parks, planting of trees) and other environment related activities like a bio-regional plan, eco-bins, emission inventory, feasibility study of the fresh produce hub and operation and maintenance of the air quality stations. All the aforesaid projects were implemented bearing in mind that this sphere of government is responsible to create an environment that keeps the balance between the needs of the community and the protection of natural resources for future generations. The municipality participated and showcased at the international conference held at Durban in November 2011, known as COP17. The West Rand used the conference as an opportune moment to create awareness amongst the school learners, to attract international attention to the challenges of the legacy of mining in our area (sinkholes, acid mine drainage and toxic mine dumps). A further amount of R342 060 was used for development of a traffic management plan.

Technical Services

The Municipality has the responsibility of rendering technical support services (regional coordination of: construction of municipal roads, storm water, sewage systems, energy saving measures). An amount of R6 086 000 was utilized for the link road (Rietvallei 241 IQ and Rietvallei 2). R109 100 was utilized for upgrading of Uncle Harry's Bridge. A further amount of R472 860 was used for upgrading of Hillshaven roads. R2 000 000 was used for renovation of council halls in Westonaria Local Municipality. R6 048 937 was used for the refurbishment of water infrastructure in Merafong City Local Municipality (telemetering system and the replacement of asbestos cement pipeline).

An amount of R7 292 000 was used for energy saving street lights in various local municipalities within the District (Finsbury, R28, Wedela, Kokosi and Silverfields). In partnership with Westonaria Local Municipality, an emergency sewer pipeline was installed to augment the Mohlakeng Emergency Outfall Sewer Pipeline that was losing 11ml of raw sewerage per day. As a result, 3.2 km of 500mm Diameter HDPE Class 6 pipeline was constructed. The District, in pursuit of regional planning, has finalized the common electricity specification for the West Rand and

incorporated Merafong City into a Regional Infrastructure Master Plan and also finalized the Water Conservation and Demand Management Strategy for the West Rand.

Shared Services

The District, as the coordinating structure of all the constituent municipalities, has started to play a meaningful role in ensuring that Vision 2016 (amalgamation of all the municipalities in the district into one) becomes reality. The amalgamation will assist in improving service delivery, standardization of service through integration, improved resource management, achievements of the Millennium Development Goals, and supporting the goals of Gauteng Global City Region. To this end, tremendous milestones have been achieved including, amongst others, introduction of a single audit committee that will be followed by a one audit function in the region. The District is already reaping benefits of shared services by sharing manager supply chain management and the executive manager of technical services with Westonaria Local Municipality.

1.4. FINANCIAL HEALTH OVERVIEW

Financial Overview – 2011/2012			
Details	Original budget	Adjustment Budget	Actual
Income			
Grants	206 171	234 035	210 027
Taxes, Levies and tariffs	4 653	3 978	3 396
Other	41 823	51 622	14 897
Sub Total	252 647	289 635	228 320
Less Expenditure	257 647	288 746	243 667
Net Total*	0	888	-15 347
* surplus / deficit)	0	888	-15 347

Financial Overview – 2011/2012	
Detail	%
Employee Cost	49.67%
Repairs & Maintenance	1.96%
Finance Charges and Depreciation	1.36%

Total Capital expenditure – 2009/2010 - 2011/2012			
Details	2009/2010	2010/2011	2011/2012
Original Budget	37 871	29 828	1 000
Adjustment Budget	38 710	17 170	7 285
Actual	7 930	8 465	5 757

1.5. ORGANISATIONAL DEVELOPMENT OVERVIEW

The WRDM embarked on a process of aligning the organisational structure with the approved macro-design. The Council approved the organisational structure at their meeting held during October 2011.

The structure was discussed with all role players and stakeholders. The second phase, namely to ensure that job descriptions are drawn up for each post on the organisational structure, unfolded. This process was to ensure that each post had clear structured roles and responsibilities.

During the next financial year (2012/13) the process of placement of staff will unfold.

1.6. AUDITOR GENERAL REPORT 2010/11

During the 2010/11 financial year, the WRDM received an unqualified opinion.

1.7. STATUTORY ANNUAL REPORT PROCESS

No.	Activity	Timeframe
1	Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period.	July
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	
3	Finalise 4 th quarter Report for previous financial year	
4	Submit draft 2011/12 Annual Report to Internal Audit and Auditor-General	
5	Municipal entities submit draft annual reports to MM	
6	Audit/Performance committee considers draft Annual Report of municipality and entities (where relevant)	August
8	Executive Mayor tables the unaudited Annual Report	
9	Municipality submits draft Annual Report including consolidated annual financial statements and performance report to Auditor General.	
10	Annual Performance Report as submitted to Auditor General to be provided as input to the IDP Analysis Phase	
11	Auditor General assesses draft Annual Report including consolidated Annual Financial Statements and Performance data	September - October

12	Municipalities receive and start to address the Auditor General's comments	November
13	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor- General's Report	
14	Audited Annual Report is made public and representation is invited	
15	Oversight Committee assesses Annual Report	
16	Council adopts Oversight report	December
17	Oversight report is made public	
18	Oversight report is submitted to relevant provincial councils	
19	Commencement of draft Budget/ IDP finalisation for next financial year. Annual Report and Oversight Reports to be used as input.	January

CHAPTER 2 – GOVERNANCE

COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

INTRODUCTION TO POLITICAL AND ADMINISTRATIVE GOVERNANCE

The legislative authority of a municipality is vested in its Municipal Council. The preeminent roles of the Council, amongst others, are the approval of by-laws, budgets, policies, IDP, tariffs for rates and service charges.

As of 2011, the West Rand District Municipality had the following Council Composition: forty four (44) councillors, of whom eleven (11) were full-time councillors.

The Speaker:

Councillor J Phiri is elected as the Speaker of the West Rand District Council in accordance with Section 36 of the Municipal Structures Act, and Section 160(1) (b) of the Constitution for the 2011 to 2015 electoral term.

Her legal obligations are, amongst other duties:

To preside at meetings of the council; perform duties and exercise the powers delegated to the Speaker in terms of Section 59 of Local Government Municipal Systems Act; Ensure that the Council meets on a monthly basis, and maintain order during Council meetings; and ensure compliance of the Council and Council Committees with the Code of Conduct for Municipal Councillors and ensure that Council meetings are conducted in accordance with Rules and Orders of the Council.

In line with the Municipal Structures Act Section 60 (1) (a) (b) (c); a municipal council that has more than nine members, its Executive Mayor

- a) Must appoint a mayoral committee from among the councillors to assist the Executive Mayor;
- b) May delegate specific responsibilities to each member of the committee; and
- c) May delegate any of the Executive Mayor's powers to the respective members.

All the full-time councillors, except the Speaker and the Council Whip, are members of the Mayoral Committee, with the Executive Mayor as its chairperson. Members of the Mayoral Committee are the various Section 80 Committee Chairpersons.

POLITICAL STRUCTURE



EXECUTIVE MAYOR, Cllr Kebitsamang Mpho Nawa

The Executive Mayor is elected by Council to coordinate the work of Council. He is the political head of Council. The Executive Mayor performs functions and duties as set out in the legal framework for Municipalities. He also performs duties as delegated to him by Council.



SPEAKER, Cllr Johannah Ntlhobogeng Phiri

The Speaker performs the following functions:

- Presides at meetings of Council;
- Performs duties and exercises powers delegated to her in terms of Municipal Systems Act;
- Must ensure that Council meets at least quarterly;
- Must maintain order during Council meetings;
- Must ensure compliance with the Code of Conduct by Councillors; and
- Must ensure that Council meetings are conducted in accordance with Standing Rules and Orders.



CHIEF WHIP, Cllr Sanele Dikela Ngweventsha

The functions and duties of the Chief Whip amongst other things, are as follows:

- Ensure that Councillors attend to their duties and are accountable to their constituencies;
- He assists Council with the deployment of councillors to various Council Committees; and
- He gives political management of Council meetings.

MAYORAL COMMITTEE/ EXECUTIVE COMMITTEE

Members of the Mayoral Committee are appointed by the Executive Mayor from among Councillors. The duties of the Mayoral Committee are to assist the Executive Mayor in the execution of his duties. The Executive Mayor may delegate specific responsibilities to each member of the Mayoral Committee.



MMC INFRASTRUCTURE, Cllr N Lipudi



MMC HEALTH AND SOCIAL DEVELOPMENT, Cllr P Kgoleng



MMC PUBLIC SAFETY, Cllr B Xulu



MMC CORPORATE SERVICES, Cllr K Blaai



MMC ENVIRONMENTAL MANAGEMENT, Cllr O Caldeira



MMC FINANCE, Cllr L Nkosiyanne



MMC HUMAN SETTLEMENT, Cllr M Gama



MMC LOCAL ECONOMIC DEVELOPMENT AND RURAL DEVELOPMENT, Cllr E Mphithikezi

SECTION 80 COMMITTEE MEMBERS

Health and Social Development Section 80 Committee Members:

Cllr P Kgoleng (Chairperson)

Cllr N Mosetle

Cllr F Ngcobo

Cllr D Ngubane

Cllr N Khenene

Corporate Services Section 80 Committee Members:

Cllr K Blaai (Chairperson)

Cllr P Molokwane

Cllr D Ngubane

Cllr T Foteng

Cllr M Nqoro

Rural Development Section 80 Committee Members:

Cllr O Caldeira (Chairperson)

Cllr S Mcungeli

Cllr P Molokwane

Cllr C Zagagana

Cllr F Chohledi

Human Settlement Section 80 Committee Members:

Cllr M Gama (Chairperson)

Cllr M Selibo

Cllr M Nqoro

Cllr N Khenene

Cllr F Chohledi

Infrastructure Section 80 Committee Members:

Cllr N Lipudi (Chairperson)

Cllr Dennis Thabe

Cllr W Plaatjie

Cllr Vivian Jiba

Local Economic Development Section 80 Committee Members:

Cllr E Mphithikezi (Chairperson)

Cllr V Jiba

Cllr N Mavuso

Cllr C Zagagana

Cllr T Foteng

Public Safety Section 80 Committee Members:

Cllr B Xulu (Chairperson)

Cllr I Lebopa

Cllr S Mcungeli

Cllr N Mosetle

Cllr W Plaatjie

OFFICE OF THE SPEAKER: RULES OF ORDER AND ETHICS COMMITTEE

Cllr J N Phiri (Chairperson)

Cllr F Chohledi

Cllr S Ngweventsha

Cllr M Nqoro

Cllr D Pretorius

Cllr M Mfazi

Cllr N Daniels

Cllr J Julius

Cllr R Harris

PETITIONS COMMITTEE OF THE WRDM

Cllr J Phiri (Chairperson)

Cllr N Khenene

Cllr I Lebopa

Cllr D Ngubane

Cllr W Plaatjie

Cllr M Mfazi

Cllr N Daniels

Cllr M Holenstein

Cllr S Hoon

2.1. ADMINISTRATIVE GOVERNANCE

TOP ADMINISTRATIVE STRUCTURE

The administration of the Municipality is headed by the Municipal Manager and there are five Executive Managers. Below are the pictures of the Municipal Manager, the Chief Financial Officer as well as the Executive Managers reporting directly to the Municipal Manager.



MUNICIPAL MANAGER, M D Mokoena

Mr. Mokoena is responsible for the performance in the following segments: setting up effective and sound local administration; coordination and compilation of the Integrated Development Plan (IDP); performance management system of the Municipality; oversees the management of internal audit; overall responsibility for finances of the Municipality; advise Political Office Bearers and Council on various issues; responsible for compliance of the Municipality with various pieces of legislation; and ensures community participation in the affairs of the Municipality



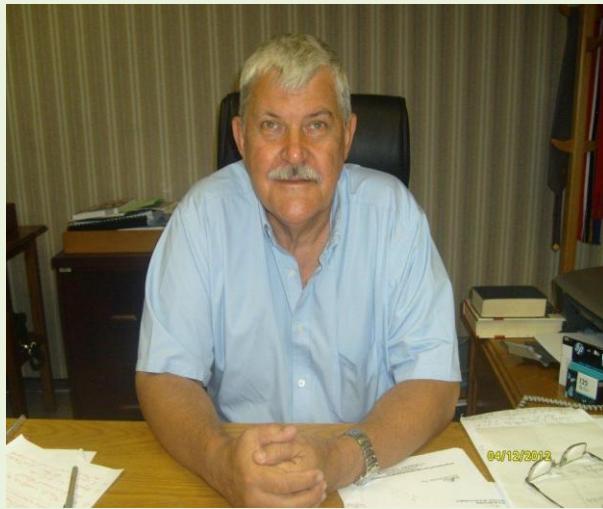
CHIEF FINANCIAL OFFICER, M J Ratlhogo

Mr. Ratlhogo is responsible for the performance in the following segments: Financial Planning and Treasury; Supply Chain Management; Expenditure Control; Credit Control and Debtors; Revenue Control; and Asset Management.



**EXECUTIVE MANAGER: HEALTH AND SOCIAL DEVELOPMENT,
K S Ndlovu**

Mrs Ndlovu is responsible for the following: Strategic Direction and performance of the sub-units namely: Municipal Health Services, HIV and AIDS Prevention Program ,Health Prevention Programs, Social Development Program, Sports, Recreation, Art and Culture programs.



EXECUTIVE MANAGER: CORPORATE SERVICES, M Zietsman

Mr. Zietsman is responsible for the following: Maintenance and promotion of healthy labour relations and HR management of staff with regard to matters such as staff resourcing, personnel development, personnel administration and employment equity; all legal matters of the WRDM, compilation of legal reports, legal opinions and comments, drafting of loan and service agreements, controlling of statutes and all government and provincial gazettes; controlling of archives and records of council; building administration for the WRDM and the Mayor's house; and the provision of committee provide committee services for all Committees of the WRDM as well as for Council meetings.



EXECUTIVE MANAGER: PUBLIC SAFETY, E Koloi

Mr. Koloi is responsible for achieving these key objectives of Public Safety, which are saving/preserving lives, protecting property, reduction of crime, reduction of risk factors and unsafe conditions.

The following performance enablers underpin Public Safety: financial sustainability, effective continued risk assessment, continued training and skills development, alignment and allocation of resources in line with the risk factors and primary legal and policy requirements.



EXECUTIVE MANAGER: REGIONAL DEVELOPMENT PLANNING, TRANSPORT AND LAND USE MANAGEMENT AND ENVIRONMENTAL MANAGEMENT, H Hamer

Mrs. Hamer is responsible for the following key objectives of Regional Development Planning and Environmental Management:

- Protection of environment/ compliance monitoring;
- Integrated transport and land use planning to improve mobility and to offer mode of choice; and
- Ensuring vibrant, equitable and sustainable rural communities.

COMPONENT B: INTERGOVERNMENTAL RELATIONS

Inter-governmental relations in the area of jurisdiction of the WRDM are governed by the Intergovernmental Relations Framework Act (Act 12 of 2005).

The Act provides for a system which conducts relations and guides resolution of disputes between spheres of government. It also provides for structures and institutions to promote and facilitate intergovernmental relations.

The West Rand Intergovernmental Relations (IGR) Forum was established and consists of the Executive Mayor of the WRDM, who is the chairperson of the Forum and the Executive Mayors of Merafong City, Mogale City, Westonaria and Randfontein Local Municipalities.

The Forum meets regularly to discuss strategic issues.

Intergovernmental Technical Support Structures were established of which the Municipal Managers Forum and the CFO Forum are examples.

An Intergovernmental Relations Strategy was drafted and was submitted to the Corporate Governance Technical Committee of the Transformation Committee, for consideration.

COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION

Municipal Systems Act 32 of 2000 mandates municipalities to adopt a democratic approach to local government. Based on that, a concept of public participation was adopted, which has been used as an open and accountable process through which community members are offered an opportunity to exchange views and influence decision-making. Municipalities are therefore legislatively required to involve the communities in their planning processes and also report back their performances, progress and achievements for that particular financial year. Accordingly, West Rand District Municipality and its constituent municipalities have employed different ways to ensure that the communities get involved in the municipal planning processes.

Flowing from the above, in 2011, a process to launch ward committees was undertaken by the Local Municipalities under the auspices of the Office of the Speaker. In all wards, a committee was established through an open democratic process, involving an independent electoral commission. Members of ward committees were elected in various public meetings in their respective wards.

This was done to further enhance the role of ward committees and make sure that it is clearly entrenched and for it to effectively execute their roles in making the council accountable to the community. The following capacity building mechanisms were consequently put in place:

- Ward Committees have been critical in the launching of Block Committees and Street Committees in various wards. This is to effectively assist the municipalities to establish forums of public engagement;
- Constant meetings were held with the various ward committees. However it should be noted that there is still a need to capacitate ward committee members, which the Office of the Speaker has committed itself to mobilize sufficient resources towards. This will ensure that ward committees are capacitated to the extent that they can effectively execute their mandate; and
- All Ward Committee members were requested to sign a Code of Conduct and a Declaration binding them to serve the interest of the people diligently and ethically.

2.2. IDP PARTICIPATION AND ALIGNMENT

IDP Participation and Alignment Criteria*	Yes/No
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the section 57 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes

* Section 26 of Municipal Systems Act 2000

T 2.5.1

COMPONENT D: CORPORATE GOVERNANCE

2.3. RISK MANAGEMENT

There is a risk management policy in place which aims to articulate the WRDM's risk management philosophy. The WRDM recognizes that risk management is a systematic and formalised process to identify, assess, manage and monitor risks and therefore adopts a comprehensive approach to the management of risks.

Risk management is a systematic and formalised process instituted by the municipality to identify, assess, manage and monitor risks. Risk management is proactive rather than reactive.

KEY RISK AREAS

Key Risk Areas	Root Causes	Current Controls	Treatment Actions	Residual Risk rating before mitigations	Residual Risk rating after mitigations
Inability to continue operations in the event of a disaster	<ul style="list-style-type: none"> Outdated Business continuity plan in place 	<ul style="list-style-type: none"> Ad hoc back ups BCP 	<ul style="list-style-type: none"> Update of BCP (BCP was reviewed and documented (We need to incorporate the new guidelines from Provincial treasury and SALGA during the review of BCP and DRP.) 	20	12
Loss of institutional memory	<ul style="list-style-type: none"> Turnover of staff in key posts High dependency on consultants Non dissemination of information Inadequate record keeping and archiving Lack of succession planning Contract positions 	<ul style="list-style-type: none"> Standard operations procedure Record system archives Succession and retention plan File plan 	<ul style="list-style-type: none"> Retention of intellectual property – consultants and officials Enforcement of Archiving Act Revised Procedural manual to be developed for all admin staff. Training on the procedural manual Knowledge Management policy to be developed Introduction of Electronic information management system. 	16	12
Irregular / wasteful expenditure	<ul style="list-style-type: none"> Non-compliance with SCM regulations/policies Fraud and 	<ul style="list-style-type: none"> PPA, MFMA, Targeted procurement Act, BBBEE 	<ul style="list-style-type: none"> Workshop for senior managers on supply chain management 	12	9

	corruption	<p>regulations</p> <ul style="list-style-type: none"> • SCM policy, • SCM regulations • Fraud Prevention Plan • Whistle blower policy • Code of conduct 	<p>procedures</p> <ul style="list-style-type: none"> • Request slot in induction to provide awareness to new staff on SCM policies and procedures • Review of SCM policy and procedures • Raise awareness of the code of conduct • Develop declaration/ gift register • Develop declaration of interest for officials • Create awareness around the fraud hotline. • Improve Fraud hotline – reporting on a monthly basis. • Development of the Fraud Prevention policy, strategy and plan. 		
Difficulty in the implementation of the IDPs in the region	<ul style="list-style-type: none"> • Insufficient alignment in the IDP planning processes (WRDM & LMs). • Insufficient stakeholder participation. • Lack of IDP knowledge by communities. • Ineffective role played by communities. 	<ul style="list-style-type: none"> • IDP framework. • IDP process plan • IDP Managers Forum • IDP Rep Forum. • Speakers Forum. • CDWs, CLOs & Ward Committees 	<ul style="list-style-type: none"> • Adherence to IDP process plan milestones(quarterly reporting to MMs Forum) • Provide notices in different languages. • Identify strategic points for distribution of the notices (media, 	9	9

	<ul style="list-style-type: none"> • Budget limitations to assist LMs in implementations of their projects and programmes • Ineffective Ward committees in the region. • No formal public complaints mechanism 		<ul style="list-style-type: none"> newspapers etc. • Strengthen the relationship between CDWs, Speakers & Mayor's Office (meetings). • Development of business plans to mobilise funds for LMs projects. • Partner with sector depts. for training of CDWs. • Develop petition policy. • Ensure LMs are complying with Gazette – stipend (Speakers Forum • Re-establish (Reinforcement) of Ward Committees 		
Slow economic growth and development	<ul style="list-style-type: none"> • Lack of guiding strategies • Lack of support from private sector. • Lack cohesive approach to economic development. • Lack of capacity building of SMMEs. • Lack of investment incentives. • Unsustainable SMMEs. • Outdated database for SMMEs • Lack of tourism research (marketing). • Lack of research into agricultural 	<ul style="list-style-type: none"> • Mining Forum. • Tourism & marketing plan • Growth & development Strategy (GDS) • Awards programmes. • Registration of cooperatives. • West Rand Development Agency • Training to SMMEs • Township festivals. Exhibitions 	<ul style="list-style-type: none"> • Motivate for LMs to allocate budgets for the WRDA (letters) • Evaluate the performance of the WRDA Board. • Revise the West Rand Tourism Strategy, Growth and Development Strategy • Develop District Wide Economic Development Plan, Marketing and Investment Strategy. • Development of the Regional Tourism routes. • Organise road shows for 	16	12

	sector in the region.		<ul style="list-style-type: none"> marketing exposure. Conduct research into agricultural impact into economic growth and development. 		
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2.4. SUPPLY CHAIN MANAGEMENT

This section of the Annual Report gives feedback on the implementation of the Supply Chain Management policy for the financial year ended 30 June 2012. The Municipal Supply Chain Regulations (promulgated in Government Gazette Number 27636 on 30 May 2005) states the following:

Oversight role of council of municipality:

Section 6(3) of the Municipal Supply Chain Regulations states:

“The Accounting Officer must within ten (10) days of the end of each quarter, submit a report on the implementation of the supply chain management policy to the Mayor of the municipality”

This report complies with Municipal Supply Chain Regulations as stated above by providing detailed compliance information in respect of compliance, progress, challenges and constraints in the implementation of the Supply Chain Management Policy.

REVIEW OF THE SUPPLY CHAIN MANAGEMENT POLICY

West Rand District Municipality adopted its Supply Chain Management Policy. This was in compliance with Section 111 of Municipal Finance Management Act (Act No. 56 of 2003). The policy was amended and tabled to council for adoption on the 05 December 2011. Regulation 3(1) a, requires that the Accounting Office review the SCM Policy at least once annually.

Supply chain management unit:

Regulation 3 states the following:

- a. *Each municipality must establish a supply chain management unit to implement its supply chain management policy.*

b. *A supply chain management unit must, where possible, operate under the direct supervision of the Chief Financial Officer or an official to whom this duty has been delegated in terms of section 82 of the act (MFMA).*

The Supply Chain Management Unit in terms of the legislation is responsible for the following prescribed functions:

- Demand management;
- Acquisition management;
- Disposal management;
- Logistics management;
- Performance management; and
- Risk management.

Supply Chain Processes

Bid Committees

The following bid committees are established to allow for the smooth implementation of the competitive bidding process:

- ✓ Bid Specification Committee;
- ✓ Bid Evaluation Committee; and
- ✓ Bid Adjudication Committee

Members of all bid committees have been appointed by the Accounting Officer. All tenders (procurement above R200, 000) are dealt with by all the committees.

The following are the members of bid Committees:

Bid Specification Committee

- Ms. Kelina Ndlovu - Chairperson
- Mr. Banie Joubert
- Mr. Robbie Hendrickse
- Ms. Herina Hamer

Bid Evaluation Committee

- Mr. Elias Koloi - Chairperson
- Mr. Mauritz Zietsman
- Mr. Mashudu Nevhungoni
- Ms. Nicola Benson

Bid Adjudication Committee

- Mr. M. Ratlhogo - Chairperson
- Ms. Herina Hamer
- Mr. J. Nieuwoudt
- Ms. Thembu Ntshakala

Demand Management

The system of demand management must allow for the analysis of proper needs, establishment of a supplier database, implementation of IDP projects and drafting of proper specifications.

Supplier Database

There is a supplier database in place. However the information on the system is not accurate due to systems problems. The supplier database is used for sourcing of formal quotations.

Acquisition Management

The system of acquisition must allow for compliance with all the ranges of procurement as legislated. The following are the ranges of procurement:

Procurement Process	VALUE
Petty Cash Purchases	Up to R2000 [VAT included]
Verbal / Written Quotation	Over R1000 [VAT included] up to R10 000 [VAT included]
Formal Written Price Quotation	Over R10 000 [VAT included] up to R200 000 [VAT included]
Competitive Bidding	Over R200 000[VAT included] or Long Term Contracts

All procurement of goods and services irrespective of thresholds is centralized and performed by the supply chain management office.

The table below outlines the expenditure per threshold:

Deviations

Section 36 of the Municipal Supply Chain Regulation allows for the Accounting Officer to dispense with SCM process under one of the following circumstances:

- (i) in an emergency;
- (ii) if such goods or services are produced or available from a single provider (iii) for the acquisition of special works of art or historical objects where specifications are difficult to compile;
- (iv) acquisition of animals for zoos and/or nature and game reserves; or
- (v) in any other exceptional case where it is impractical or impossible to follow the official procurement processes.

The summary of the deviations for the year under review is outlined below:

Period	Amount
First Quarter (01 July 11 – 30 Sep 11)	R1,323,540.09
Second Quarter (01 Oct 11 – 31 Dec 11)	R1,171,002.84
Third Quarter (01 Jan 12 – 30 March 12)	R868,825.84
Fourth Quarter (01 April 12 – 30 June 12)	R875,239.50
Total	R4,238,608.27

Publication of Tender Results

Section 75(1) (g) of the Municipal Finance Management Act states that "*The Accounting Officer of a municipality must place on the website all supply chain management contracts above a prescribed value*".

The National Treasury has since prescribed the value as above R100,000.00. Attached as **Annexure "B"** is the tenders and quotations awarded for the quarter under review.

Logistics Management

The Accounting Officer must implement an effective system of logistics management in order to provide for the setting of inventory levels, placing of orders, receiving and distribution of goods, stores and warehouse management, expediting orders, transport management, vendor performance, and maintenance and contract administration. The municipality has a store whereby the purchase orders and consumables are issued to departments.

The following consumables are kept at stores:

- a) Stationery;
- b) Cleaning materials
- c) Toners and Cartridges; and
- d) Office Refreshments

The stock taking was conducted 27 June 2012 by the SCM officials under the observations of internal auditors. Auditor General sent a representative to observe the process.

Disposal Management

The criteria for the disposal or letting of assets, including unserviceable, redundant or obsolete assets is subject to section 14 of the Municipal Finance Management Act. No assets were disposed in the year under review.

Staff Complement

The following are the officials in supply chain unit

- a) Wisani Tshitangu – Admin Assistant Demand Acquisition and Stores
- b) Sandra Mako - Admin Assistant Demand Acquisition and Stores
- c) Voilet Nomandla - Admin Assistant Demand Acquisition and Stores
- d) Vacant - Admin Assistant Demand Acquisition and Stores
- e) Nicola Benson – Coordinator compliance
- f) Thandy Pino – Manager: SCM

COMPETENCY LEVELS

No.	Official	Qualification	Current Studies
1.	Wisani Tshitangu	Certificate: End-User Computing Certificate: Project Management	Diploma: Logistics and SCM
2.	Sandra Mako	Matric NQF 3 AAT	NQF 4 AAT Training
3.	Violet Nomandla	Matric	Certificate in Municipal Finance
4.	Nicola Benson	Matric	Certificate in Municipal Finance
5.	Thandy Pino	B:Tech Fin Info System, Diploma Logistics, Management Advanced Programme	Certificate in Municipal Finance

Weaknesses

The following are the weaknesses identified in the implementation the supply chain management policy:

Supplier Database

In promoting open competition and fairness in our dealings, the municipality must use the accredited supplier database on a rotational basis, when sourcing quotations. There is a supplier database in place; however, suppliers are not used rotationally. The practice leads to same providers being used which result to only a small group of providers benefiting from the municipality's procurement opportunities. The current SCM system has the functionality to rotate suppliers, but it is not activated.

Forms are received continuously from prospective providers, but they are not captured due to system challenges

Filing

Documents are in the supply chain are not properly filed.

Corrective Action for the next financial year

Supplier Database

The following will be implemented to address the weakness identified on the supplier database:

- a) The procurement of a system that will allow for the rotation of suppliers when quotations are sourced
- b) Continuous data capturing of information from suppliers

Filing

The following will be implemented to address the weakness identified on the filling of documents:

- a) Procurement of filing cabinet for the filing of supplier database forms
- b) Filing of documentation pertaining to tender as per the requirements of internal audit

LEGAL IMPLICATIONS

The report is compiled as required by Section 6 of the Municipal Supply Chain Regulations

RECOMMENDATION

It is recommended that the report be noted for information purpose

2.5. BY-LAWS

By-Laws are a type of legislation or an Act which is passed by a Municipal Council and applicable and enforceable by a Municipality within its area of jurisdiction.

There is a difference between By-Laws and policies of a Municipality

- “**By-laws**” are enforceable laws made and administered by a municipality for the effective administration of the matters which it has a right to administer i.t.o. the provisions of section 156 of the Constitution, 1996, within its area of jurisdiction.
- “**Policies**” are written statements or sets of statements that describe principles, requirements, and limitations and are characterised by indicating “what” needs to be done rather than how to do it. Such statements have the force of establishing rights and responsibilities and stipulating requirements.

The WRDM derives its authority to make By-Laws from the Constitution and the Municipal Structures Act. The said Acts provide as follows:

Constitution, 1996: Sect 156: Powers and Functions of Municipalities:

- (2) A municipality may make and administer by-laws for the effective administration of the matters which it has the right to administer.
- (3) A by-law that conflicts with national (Acts) or provincial legislation (Ordinances) is invalid.

Municipal Structures Act, 117 of 1998:

Section 11(3): Council must exercises its legislative or executive authority by, inter alia, passing and implementing by-laws.

Section 12: Executive and legislative authority

- (1) Only a member or committee of a municipal council may introduce a draft by-law in the council.
- (2) A by-law must be made with a supporting vote of a majority of council members.
- (3) No by-law may be passed by a municipal council unless the proposed by-law has been published for public comment in a manner that allows the public an opportunity to make representations with regard to the proposed by-law.

A By-Law only becomes effective from the date it is published in the Provincial Gazette and the Structures Act provides as follows:

1.2.3 Section 13: Publication of by-laws.

A by-law passed by a municipal council:

- (a) must be published promptly in the Provincial Gazette, and, when feasible, also in a local newspaper or in any other practical way to bring the contents of the by-law to the attention of the local community; and
- (b) takes effect when published or on a future date determined in or in terms of the by-law.

By-laws assist in:

- Addressing and regulating a particular situation or issue within the local community in , e.g. street trading, littering, nuisance, noise, parks, etc.
- Legislating on the safety and comfort of the residents within the municipal area and ensuring that certain kinds of anti-social behaviour are prohibited and punished if the prohibitions are not observed.
- Creating specific rights and obligations and informing people's interactions with the municipality through explicit regulatory mechanisms.

- Giving effect to policy in a way that is legally-binding on the community

STEPS IN DEVELOPING OR REVIEWING BY-LAWS OR POLICIES:

- Identify issues/problems to be addressed
- Assemble a Policy Development or Review Team
- Research and Analyse the Policy Issues
- Collect information from other institutions or internal functional units regarding their related policies.
- Draft the New or Reviewed Policy
- Consultation
- Legal Vetting
- Submit the proposed policy or revision to Policy Owner.
- Approval
- Communication and Distribution

Therefore:

- An appropriate amount of planning, consultation and effort should go into the development and review of a by-law before it is presented for approval.
- The goal is to ensure that by-laws are consistent with the vision, mission, strategies and values of the Municipality and are developed and maintained in a logical and consistent manner.
- The development and periodic review of policies and by-laws should originate in the responsible department or section, as they are the most knowledgeable about their related requirements, needs and processes.
- Sometimes more than one section or departments has significant responsibility in respect of a given matter and in such cases, departments must work together to draft a comprehensive policy or By-law.

By-Law enforcement generally refers to a host of actions directed at obtaining compliance with local government By-Laws. This may include activities such as educating the public about regulatory rules, conducting inspections to ensure that the rules are being followed, mediating between members of the public, leveraging voluntary compliance with the rules where possible, and seeking consequences for contraventions where compliance is not forthcoming or harm has been done to the community.

Compilations of By-Laws by the WRDM – By-Laws are drafted within 60 days of request by the relevant Section 80 Committee. The WRDM promulgated the following By-Laws:

- Civil Contingencies By-Laws
- Disaster Management Development Risk Management By-Laws
- Taxi By-Laws

- Waste Management By-Laws
- Air Quality Management By-Laws

The WRDM's Section 14 Information Manual was published in the Provincial Gazette dated 28 June 2012 in three official languages as prescribed by the Promotion of Access to Information Act.

Chapter 3

CHAPTER 3 – SERVICE DELIVERY PERFORMANCE (PERFORMANCE REPORT PART I)

The District Municipality is giving support to the Local Municipalities and also allocates a portion of the conditional grant from the Department of Local Government and Housing to undertake Kutsong Refurbishment of Infrastructure, in Merafong Local Municipality. A portion from MIG grant from the District was allocated to Westonaria local Municipality to undertake Mohlakeng Emergency outfall sewer pipeline. Budgeted amount of R100 000 was transferred WRDM to Mogale City Local Municipality for provision of basic services to 39 families viz: 3 families sharing a roller, 3 families sharing a chemical toilet, one communal skip all on a structured layout.

During the compilation of the Infrastructure Master Plan, Merafong Local Municipality was not part of the District. A successful effort was made to include Merafong City Local Municipality in the Infrastructure Master Plan.

Chapter 3

COMPONENT A: BASIC SERVICES

This component includes: water; waste water (sanitation); electricity; waste management; and housing services; and a summary of free basic services.

3.1. WATER PROVISION

All our four Local Municipalities: Merafong, Westonaria, Mogale City and Randfontein are water service authorities.

The WRDM has also undertaken the Water Demand Management Strategy within the West Rand Region.

Delays were experienced in adopting the document and the process is not completed yet. The project value is R681 067.

3.2. ELECTRICITY

The Common Electricity Specification for the District was developed. The delays were experienced on adoption of the document which is still in process. The project value is R210 000.

The Municipality has also undertaken the installation of energy efficiency luminaries (Street lighting) in all four local municipalities. 855 Street lights were installed. The project value is R7 792 000.

3.3. WASTE MANAGEMENT (THIS SECTION TO INCLUDE: REFUSE COLLECTIONS, WASTE DISPOSAL, STREET CLEANING AND RECYCLING)

The WRDM has promulgated standard waste management by-laws for the region. Purchased and distributed five 720l eco-bins, three 360l eco-bins and four eco trolleys to all the local municipalities aimed at promoting recycling. The municipality has also commenced with a pilot office white waste paper recycling project within the WRDM building. The local landfill sites are currently being monitored on a quarterly basis and meetings are co-ordinated in this regard.

Chapter 3

3.4. HOUSING

During 2007 the WRDM established a Human Settlement sub-department, within the Department Infrastructure & Project Management, to oversee housing and related aspects in the West Rand. Housing delivery is the competency of both National and Provincial spheres of government in terms of the Constitution (Schedule 4 and 5), while municipalities are required to plan for housing as part of their municipal Integrated Development Planning (IDP) process and in terms of the Housing Act. Delivery of housing from planning to allocation in the West Rand is done by the Gauteng Department of Local Government and Housing (GDoLF&H) and the local municipalities in the region's constituents are the beneficiaries of projects implemented by the GDoLG&H. Therefore the WRDM only plays a coordinative role in these projects and initiatives.

Major achievements during the 2011 / 2012 financial year were the following:

- * Progress with Human Settlement Flagship Projects;
- * Establishment of an *Intervention Support Projects Monitoring Task Team* (ISPMTT) for Human Settlement Projects, focussing on the Bekkersdal Renewal Project;
- * Workshops on the Rental Housing Act, 1999, as well as the Gauteng Rental Housing Tribunal, established in terms of the aforementioned Act.

Progress with Human Settlement Flagship Projects

The Droogeheuwel and Middelvlei Projects (now Mohlakeng Extensions 12, 13, 14 & 15 and Droogeheuwel still to be developed), together with the Westonaria South Project (now Westonaria Borwa) and the Chief Mogale Project, forms part of four identified Provincial Flagship Project. The Project, as a whole, is envisaged to be an integrated, sustainable human settlement, utilising the principles of the Breaking New Ground policy (BNG) of the National Department of Housing. It thereby provides a "new way of thinking" towards housing delivery, ensuring the development of Mixed Housing (mixed-income, densities, typologies, race, etc.), while simultaneously addressing the spatial inequities of the West Rand region of Gauteng.

Since the incorporation of Merafong City LM into the area of jurisdiction of the WRDM, another project, Khutsong South, based on the same principles as mentioned above, formed part of the major housing / human settlement projects in the West Rand. Apart from the abovementioned 5 major projects, the GDoLG&H is also involved in the implementation of several minor projects in the West Rand, which will not be covered by this report.

Chapter 3

Droogeheuwel Project

Together with the Middelvlei project, these two sub-projects together will cater for approximately 13,000 housing units based on the BNG principle (subsidised, gap and affordable units). Due to the emphasis placed presently on the Middelvlei sub-project, the Droogeheuwel Project is in the pre-planning phase and a township establishment application still needs to be submitted to the relevant authorities. This project is situated to the West and Southwest of Randfontein.

Middelvlei Project

The Middelvlei Project is situated South of Aureus, the Industrial Area of Randfontein and West of Mohlakeng Township. It started off as Mohlakeng Ext 11, but was recently phased in to Mohlakeng Extensions 13 & 14 (primarily subsidy houses, businesses and social amenities) and Mohlakeng Extension 15 (primarily gap and affordable housing, businesses and social amenities). Mohlakeng Extension 12 will be to the North of Extension 15, which will also be a mixed type development, in line with BNG principles, as Extensions 13 – 15. Extension 12 is presently in a planning phase.

Regarding progress of Extensions 13 – 15, the following:

- * Extension 13: 570 residential stands were serviced in previous financial years and subsidy houses were completed. These housing units were occupied during the 2011 / 12 financial year with beneficiaries from Randfontein & Westonaria LMs.
- * Extension 14: Water and sanitation were installed to 629 stand and top structures (subsidy houses) are envisaged for the 2012 / 13 financial year.
- * Extension 15: Here provision will primarily be made for gap and affordable housing units. As this falls outside the competency of the GDoLG&H, and is located on private land (Harmony Gold Mining Co.), this development will probably be developed by a private developer. Infrastructure and housing units still have to be constructed here.

Take note that all of the above extensions also make provision for Social Housing (rental housing units).

Westonaria Borwa Project

This project will cater for approximately 12,000 housing units based on the BNG principle (subsidised, gap and affordable units). During the 2011 / 12 financial year work started with the construction of all municipal services, as a 1st Phase of the project, to approximately 1,500 stands. 1,000 of these stands will be for subsidised housing units, whilst 500 units will be for gap and affordable housing units. Provision was also made

Chapter 3

for Social Housing (rental housing units) in Phase 1. It is envisaged that the infrastructure construction will be completed by the end of the 1st quarter of the 2012 / 2013 financial year and that, subject to the GDOLG&H's procurement processes, construction of subsidised housing units could start by the beginning of the 2nd quarter.

The above-mentioned three projects are a direct outflow from the Bekkersdal Renewal project to cater for, in addition to the backlog in other parts of Westonaria and Randfontein, approximately 16,000 households.

Chief Mogale Project

This development will yield approximately 9,315 housing units, of which 4,244 will be subsidised housing units, 2,539 will be for Social Housing (rental housing units) and 2,532 will be for gap and affordable housing units. Phase 1, yielding 725 subsidised housing units, has been built (infrastructure and top structures) and units were allocated and occupied. Phase 2, yielding approximately 500 housing units, are planned for the 2012 / 13 financial year for the construction of gap and affordable units.

Khutsong South Project

The Khutsong South project is a result of the dolomitic problems experienced in Khutsong Proper. The project was divided into several stages to accommodate approximately 25,000 units envisaged for the total project, of which Stage 1 will accommodate approximately 5,500 housing units to be developed into two phases: Phase 1 yielding 1,500 units and Phase 2 4,000 units. This project also comprises of major bulk services to be provided to the township, of which the initial phases are already 100% completed. Internal water and sewer provision for both Phases 1 & 2 are also 100% completed. Of the Phase 1 subsidy housing units, 925 are already completed and allocated.

Establishment of an Intervention Support Projects Monitoring Task Team (ISPMTT) for Human Settlement Projects, focussing on the Bekkersdal Renewal Project

The ISPMTT was formed, headed by the National Department of Human Settlements, aimed at monitoring projects in Gauteng that, due to its importance, needed special attention and intervention (if needed). Due to the reference to the Bekkersdal Renewal project by the President during his *State of the Nation Address* in 2011, this project also formed part of the ISPMTT. Delegates from the WRDM and Westonaria LM attended these meetings, with the DoLG&H, which were scheduled on a quarterly basis.

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Workshops on the Rental Housing Act, 1999, as well as the Gauteng Rental Housing Tribunal, established in terms of the aforementioned Act

Road shows were conducted at LMs in the West Rand to capacitate and educate politicians, officials and the public of the Rental Housing Act, 1999, and the Gauteng Rental Housing Tribunal. These workshops were conducted with the relevant officials from the DoLG&H dealing with these issue.

3.5. FREE BASIC SERVICES AND INDIGENT SUPPORT

The WRDM conducted 50 pauper burials during the year under review.

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COMPONENT B: ROAD TRANSPORT

This component includes: roads; transport; and waste water (storm water drainage).

3.6. ROADS

CORE FUNCTION OF THE SECTION

- Regravelling and scraping of the unpaved Roads.
- Construction and Rehabilitation of Roads.
- Installing and upgrading of storm water.
- Road maintenance in general.

The tables below provide a trend analysis for Road Infrastructure in Randfontein Local Municipality over the past three years:

GRAVEL ROAD INFRASTRUCTURE					Kilometers
	Total gravel roads	New gravel roads constructed	Gravel roads upgraded to asphalt	Gravel roads graded /maintained	
2009/10	158	0	0	0	158
2010/11	162	0	0	0	162
2011/12	165	0	0	0	165

	Total asphalted roads	New asphalt roads	Existing asphalt roads re-asphalted	Existing asphalt roads re-sheeted	Asphalt roads maintained	Kilometers
2009/10	3	1	3			
2010/11	3	3	3			
2011/12	2	1	2			

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COST OF CONSTRUCTION/MAINTENANCE						
	Gravel			Asphalt		
	New	Gravel - Asphalt	Maintained	New	Re-worked	Maintained
2009/10	0	0	200,000	2,700,000	3,800,000	1,000,000
2010/11	0	0	500,000	3,500,000	7,000,000	1,000,000
2011/12	0	0	150,000	2,000,000	8,000,000	2,000,000

3.7. TRANSPORT (INCLUDING VEHICLE LICENSING & PUBLIC BUS OPERATION)

3.7.1 TRANSPORT OVERVIEW

The former Western Gauteng Service Council was declared a Metropolitan Transport Area in terms of the Urban Transport Act, Act 76 of 1977 and was tasked with transport planning and management functions within the region. Within the ambit of the Transport Policy and Institutional Framework, the municipality is responsible for the following: Compilation of Integrated Transport Plan, Compilation of Current Public Transport Record (CPTR) and Formulation of Operating Licensing Strategy (OLS), facilitation of non-motorised transport and Travel Demand Management and traffic calming measures.

The Operational management of transport planning is done under the auspices of the West Rand Metropolitan Transport Forum (WESMET), the latter which was institutionalized during January 2008. Since February 2012 WESMET has been formally revived and regular meetings are being held.

Different working groups such as Transport Planning, Public Passenger Transport Planning, Rail Transport, Heavy Vehicle Working Group and Non-motorised Transport are operational. Membership comprises of both political and official representation. In addition to the aforementioned, the WESMET Forum also serves as a platform for MMC's dealing with LED, Transport and Infrastructure to discuss issues of mutual concern and provides taxi and commuter industries an opportunity for input within the West Rand transportation planning arena. This Forum has powers of recommending to the Section 80 Committee.

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3.7.1.1 ESTABLISHMENT OF TRANSPORT RELATED WORKING GROUPS

A Rail Working Group (RWG) was established. This working group will seek to integrate rail planning issues with other spatial development initiatives in the West Rand. The activities of this working group would also respond to the annual cycles of planning (both provincial and local), prioritization and budgeting.

In addition to the aforementioned a Heavy Vehicle Working Group was established. This forum will create a platform to share information and assist, both the private and government sectors and aims to regulate and improve vehicle movement within the area of jurisdiction of the WRDM.

3.7.2 PLANNING ACHIEVEMENTS

3.7.2.1 District Integrated Transport Plan

The WRDM, in accordance with the National Land Transport Act, embarked on the preparation of Local Transport Plans for each of the local municipalities located within its area of jurisdiction, as well as the revision of the District Integrated Transport Plan (DITP).

The purpose of an DITP is to act as an integrated transport planning tool, that assists the region in deciding the importance and phasing of transport needs and projects and how this will fit in and support the IDP as well as local economic and social needs in a practical and integrated way.

The revised DITP was approved by the Executive Mayor under delegated powers during October 2011. However, it should be noted that the Operating Licensing Strategy (OLS) and Current Public Transport Record (CPTR) rely on 2005 information and therefore need to be updated as a matter of urgency.

3.7.2.2 Feasibility study: Weighbridge facility

A Feasibility study for the establishment of a regional Weighbridge facility was concluded during June 2011 and focused on the identification of a suitable site; traffic counts and analysis of heavy vehicle movements as well as alternative proposals such as mobile devices. Results from the studies indicated that existing weighbridges (Pinehaven one belonging to Gautrans and Delportton one belonging to Mogale City Local Municipality) are under-utilized.

The Feasibility study was approved by WRDM as guiding document for monitoring and regulating heavy vehicle traffic within the West Rand. Discussion should be entered into with Gautrans with regards to the optimizing of the utilisation of the Pinehaven facility and the possibility of entering into a co-operation agreement between Gautrans and WRDM and its constituent local municipalities on cost sharing.

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3.7.2.3 Traffic Management Master Plan

Traffic signal and road signs audit project for Merafong/Mogale and Westonaria Local Municipality was completed. Project started in January 2012 and was finalized in June 2012. The objective of this Traffic Management Master Plan is to serve as a guiding document, assisting Councils to implement preventative actions in order not to face legal prosecution in terms of faulty road signs and markings to be provided to SATS standards. A challenge pertaining to funding is currently being experienced to implement proposals.

3.7.2.4 Transport Logistics Hub

The Gauteng Department of Economic Development (Blue IQ Projects) and the Gauteng Province: Department of Public Transport and Roads engaged the WRDM (Transport Section) in a completed feasibility study to determine the viability of a transport logistics hub for the West Rand region in September 2011. Mining owned company land adjacent to R28 and between Randfontein and Mogale City LM proved to be most. However, the following alternative options are being pursued:

Mogale City LM:

Portion of the remainder of Portion 3 of the farm Witpoortjie 245 IQ in Leratong has been identified by Mogale City LM as an appropriate site. This site is also designated as municipal owned land and is close to the proposed Leratong Nodal Development Project.

Randfontein LM:

As an alternative to the above site, Randfontein Local Municipality also put forward a proposal involving the following portions of land in Aureus, totalling 20 h/a in extent that could be considered for this purpose:

- Portion 23 of the Farm Middelvlei 255 IQ
- Randfontein (Portion of Erf 233 and Erf 234, Aureus Extension 3)
- Erf 356 of Portion 356 of the Farm Middelvlei 255 IQ, Aureus, Ext 3, Randfontein.

The property is classified as municipal owned land and has been earmarked for purposes of a truck stop facility, the latter which can be viewed as a secondary function, supportive of a Transport logistics hub.

The site is located on the southern side of Aureus Industrial Township along the R559/K102. The site is also strategically located on the Western Periphery of Gauteng in order to link with higher order nodes.

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3.7.2.5 Leratong Intermodal Facility

Project name	Project Description
Cycling lanes: Randfontein	<p>The West Rand District Municipality (WRDM) in cooperation with the Gauteng Department of Roads and Transport embarked on the construction of a 4 kilometre cycling lane project during the 2011/12 financial year. This project is located along the R28 road and links Segatsho Street (one of the main entrances of the Mohlakeng Township) with the central business district of Randfontein.</p> <p>The project was funded by the Gauteng Department Roads and Transport and made provision for existing cycling movement as well as for the integration of additional envisaged movements in relation to future housing developments. (Mohlakeng / Droogheuwel developments)</p> <p>The total project cost derived from an amount of R6.5 million and created 41 jobs for a period of three months (February 2011 –April 2011) since inception. Please refer to the picture below for more detail.</p> 
Walking lane (Randfontein)	In addition to the Randfontein Cycling Lanes project, a four kilometer walking lane was also constructed by the abovementioned role players during 2011 (February to April). The project focused on the creation of a safe pedestrian

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	<p>movement environment for existing local community members commuting from the Mohlakeng / Toekomsrus area.</p>
Walking lanes (Randfontein, continue)	<p>Amenities located within Randfontein (along the R28 road). The principles of labour intensive construction methods were applied and resulted in 41 local job opportunities being created. The total project cost 7 million rand.</p> 
Shova Khalula Bicycle Project	<p>The focus of the Shova Khalula Bicycle Project is on learners, especially those in rural/ semi-rural and farm areas, who walk long distances and yet do not receive any subsidy in terms of learner transport or in areas where there is no public transport. This project was launched as a pilot project in the West Rand on 27 October 2006.</p> <p>Since the inception of the project in 2006 it has met with such enthusiasm in the West Rand that it had been extended from a mere 50 bicycles at the onset to more than 3 715 bicycles in 2012. A number of 565 bicycles were rolled out to beneficiary schools in the region during 2012.</p> <p>Due to good performance of West Rand in the roll out, more bicycles will be forthcoming from NDoT for 2012/13.</p>
Shova Khalula Bicycle Racks Project	<p>Seen in the light of the afore-mentioned, the need for the construction of lock-up facilities was realised to ensure the success of the Shova Khalula</p>

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Shova Khalula Bicycle Racks Project (Continue)	<p>programme within the West Rand.</p> <p>As a pilot project and first phase of the programme, the Gauteng Department of Roads and Transport embarked upon the construction of ten lock up facilities within the WRDM.</p> <p>This project thus aimed at the provision of bicycle racks to safeguard bicycles which were distributed in terms of the Shova Khalula programme. Although main service providers were appointed according to Provincial procurement procedures they have been instructed to make use of local labour and local suppliers. R750 000 was spent on this project and each bicycle rack has a capacity to host 50 bicycles.</p> <p>The following schools were identified on a strategic basis and the project was implemented during the February / March period of the year 2011:</p> <p>Randfontein Local Municipality:</p> <ul style="list-style-type: none">• Bulelani Primary• Phandulwazi Primary• Sedimosang Primary• Mohlakeng Primary <p>Mogale City Local Municipality City:</p> <ul style="list-style-type: none">• Magaliesburg Primary• Maloney's Eye Primary• Matla Combined <p>Westonaria Local Municipality City</p> <ul style="list-style-type: none">• Maputle Primary• Seatile Primary• Zuurbekom Intermediate
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The Gauteng Province: Department of Public Transport and Roads, in conjunction with the WRDM and Mogale City LM embarked on a feasibility study to determine the viability of establishing an Intermodal Transfer Facility at the Leratong Crossing that will inter-alia cater for a regional taxi rank and bus transfer point. Discussions with all relevant stakeholders are currently underway. Preliminary drawings were approved by all stakeholders and further consultations with DRT are now to be entered into. The Funding for this project is forthcoming from Province.

Challenges: Lack of funding to implement planning proposal.

Mitigation: Request to Gauteng MEC: Roads and Transport to prioritise this project on their next budget cycle.

3.7.3 TRANSPORT INFRASTRUCTURE PROJECTS

The following Transport Infrastructure Projects, as indicated on the next page were executed during the 2011/12 financial year and were sponsored by the Gauteng Province: Department of Public Transport and Roads.

3.7.4 PUBLIC PASSENGER TRANSPORT: ADMINISTRATION

3.7.4.1 WESTERN GAUTENG TAXI COUNCIL / TAXI BY-LAWS

The municipality renders a direct administrative service towards the Western Gauteng Taxi Council in assisting with monthly meetings (agendas and minute taking) as well as addressing issues of mutual concern with the office of the taxi registrar. The WRDM (Transport Section) prepared regional taxi by-laws in an attempt to regulate this industry in the West Rand. The aforementioned by-laws were approved by the Section 80: Human Settlement Committee in June 2012.

3.7.4.2 PUBLIC PASSENGER ROAD CARRIER PERMITS

A Public Passenger Road Carrier Permit committee, comprising of representation of the WRDM, the four constituent local municipalities, the Office of the Taxi Registrar and the TOLAB Office has been established. The main objective of this Committee is to scrutinize all public passenger road carrier permits as applicable to the area of jurisdiction of the WRDM and to submit joint comments from the region to the Registrar. The Office of the Registrar in all instances however has got the final mandate to issue the operating licences.

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3.7.4.3 LEARNER TRANSPORT POLICY

The WRDM (Transport Section) in conjunction with the Learner Transport Association and the Office of the Taxi Registrar embarked on a process to prepare a Learner Transport Policy to guide the transportation of learners via mini-bus taxi. This policy was also approved by the WRDM during September 2011 and will be used to guide the formulation of learner transport by-laws.

The Directorate Transport and Land Use Management initiated a learner transport vehicle identification initiative. The objective of this initiative is to provide a region-wide sticker to be displayed on learner transport vehicles within the West Rand, upon certification of vehicles roadworthiness. The aforementioned sticker was designed in conjunction with the industry and made provision for the displaying of a call center number that could be contacted in the event of driving violations committed. The Project is to be used as a Pilot in Gauteng.

Challenges: No formal provincial or national legislation regulating the Learner Transport Industry.

Mitigation: Formulation of learner transport by-laws for the region.

3.7.5. TRANSPORT PROGRAMMES

- **Public Transport Month**

Celebration of public transport month takes place in October of each year. The purpose thereof is to promote the use of public passenger transport in an attempt to alleviate congestion on public roads.

- **Operation Hlokomela**

Novel project of SANTACO aimed at the self regulation of the taxi industry. Check roadworthiness of vehicles and quality of services rendered to passengers. The Project runs annually in conjunction with the Directorates Transport and Public Safety of the WRDM.

3.7.6. Public Transport Services

The Department of Roads and Transport (DRT) received a political mandate from the Premier and Portfolio Management Committee of Transport, to introduce subsidised bus services in the area of jurisdiction of the West Rand.

The aforementioned instruction was based on the fact that the West Rand District Municipality (WRDM) is the only region without subsidized bus services within the Gauteng Province.

Due to the fact that the taxi industry operating within the West Rand serves as the backbone for public transport within the WRDM, an urgent meeting was held on Monday 14 May 2012 with the Western Gauteng

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Taxi Council. The objective of this meeting was to sensitize the taxi industry of the mandate imposed and to specifically discuss the following topics:

- Extent and nature of a subsidized bus service and the reasons for the project;
- How the local taxi industry could benefit from the subsidy scheme and;
- What role the Western Gauteng Taxi Council will play.

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3.8. PLANNING

3.8.1. DEVELOPMENT PLANNING OVERVIEW

The municipal planning function of the Directorate Transport and Land Use Management (DTLUM) is structured around two core functions namely:

- Development planning, facilitation and management
- Transportation Planning and Management

This planning function plays a major role in providing development direction for the West Rand, by developing policies which guide the public and private sector investment around the area and managing town planning and public transport systems. This function focuses specifically on the following aspects:



- Assisting in developing strategic policies and plans to promote sustainable development;
- Developing a high quality spatial development framework (SDF) that provides development direction and ensures urban management, coordination and integration. SDF to be compiled as a sectoral plan forming part of integrated development plan;
- Evaluate new developments in terms of existing developmental frameworks and applicable legislation, where such applications have been requested by and/or submitted to the West Rand District Municipality for comments and/or authorization, and issue comments and/or authorizations where applicable;
- To ensure an effective and efficient town planning and building control law enforcement system to be implemented within the West Rand;
- To enhance by-law enforcement (planning and building related law) enforcement through targeted initiatives;
- Managing and coordination of urban growth, which includes land use change, new developments and subdivisions;
- Promote Conservation of Natural Resources within the Cradle of Humankind
- Investigation of the rejuvenation of certain areas in the region through innovative developmental scenarios within the context of the Global City Region concept;
- Investigation of mechanisms to attract investment opportunities to the West Rand;

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- Provision of regional comments on land use applications submitted within the local municipalities as well as surrounding government structures;
- To assist with the ensuring of an effective and efficient transport system for all modes of transport for the West Rand;
- To enhance Transportation service delivery;
- Provision of planning related technical inputs in IDP-process

3.8.2. REGIONAL SPATIAL DEVELOPMENT FRAMEWORK

Seen in the light of the above-mentioned background the municipality and Land Use Management compiled a Regional Spatial Development Framework. This document is to be used as guiding document for planning initiatives towards Vision 2016 and as well as to achieve the above mentioned aspects. .

3.8.3. DEMARCTION PROPOSALS FORWARDED TO THE MUNICIPAL DEMARCTION BOARD

The WRDM forwarded proposals to the Municipal Demarcation Board pertaining to the possible amalgamation of inner boundaries between local municipalities and to opt for a new structure (either Category A or Category B1 municipality). The proposed new structure is in line with the 2016 vision of the WRDM and aims to create a single amalgamated structure that would ensure effectiveness and alignment of services.

3.8.4 COMMENTS PROVIDED ON LAND USE APPLICATIONS

Prior to 2011 the West Rand District Municipality (WRDM) was solely responsible for the processing of various types of land use applications submitted for the GTDMA48 (Larger part of the Cradle of Humankind). These applications were divided into the following four main categories:

- Consent use/ business right applications
- Township establishment applications
- Subdivision applications
- Second unit dwelling applications

However, after 1 July 2011 the area was demarcated to the area of jurisdiction of the Mogale City Local Municipality and therefore the WRDM is currently only commenting on land use applications received from the various local municipalities located within its area of jurisdiction.

Comments are prepared from a regional perspective, and are an ongoing exercise that is dependent upon economic growth profiling.

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Detail	Applications for Land Use Development					
	Formalisation of Townships		Rezoning		Built Environment	
	Year -1	Year 0	Year -1	Year 0	Year -1	Year 0
Planning application received	N/A	N/A	N/A	N/A	N/A	N/A
Determination made in year of receipt	N/A	N/A	N/A	N/A	N/A	N/A
Determination made in following year	N/A	N/A	N/A	N/A	N/A	N/A
Applications withdrawn	N/A	N/A	N/A	N/A	N/A	N/A
Applications outstanding at year end	N/A	N/A	N/A	N/A	N/A	N/A

3.9. WASTE WATER (STORMWATER DRAINAGE)

Please refer to chapter 1

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COMPONENT C: PLANNING AND DEVELOPMENT

3.10. PLANNING

Please refer to Component B, under 3.8

3.11 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

LOCAL ECONOMIC DEVELOPMENT STRATEGIES

The West Rand District Municipality (WRDM) deemed it fit to review or develop the policies necessary.

The studies conducted are as follows:

- Review of the Growth and Development Strategy (GDS);
- Compilation of an Economic Development Plan; and
- Compilation of a Marketing and Investment Strategy.

Regional Growth and Development Strategy

A GDS is a Strategic Development Framework to drive implementation towards a long-term development trajectory.

Characteristics of a GDS:

- Build on the approach & principles set by NSDP;
- Provide direction & scope for development programmes, within context of a long-term perspective, taking into account the resources, economic, political, social and natural environment;
- A framework for public & private investment;
- Address key implementation blockages & issues; and
- Spatially referenced.

The five (5) Strategic pillars of a GDS are as follows:

- Transforming the economy through improved efficiency;
- Sustainable employment creation;
- Increasing economic equity & ownership;
- Investing in people; and
- Sustainable communities & social cohesion

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GDS Vision – To “develop and sustain an integrated, socio-economically and economically thriving and green environment with a unified society” **Regional Economic Development Plan**

The purpose of the study was to:

- Undertake an economic evaluation of West Rand Region;
- Provide an assessment of all the relevant economic activities and development opportunities within the main economic sectors;
- Identifying economic development nodes and corridors as well as sectors in which the WRDM has a demonstrated or potential comparative advantage; and
- Identify economic development opportunities and strategic projects.

Regional Marketing and Investment Strategy

This had a two-fold purpose:

- To create a practical strategy to enable investment attraction and marketing; and
- To compile marketing information.

TOURISM

5th West Rand Tourism Awards

The West Rand Tourism (WRT) goal is to acknowledge service excellence and dedication to the comfort of our visitors across the West Rand’s tourism industry spectrum.

The programme grew from 45 entries in 2007 to a record number of 281 entries in 2011/12. It is believed that the Rewards Programme is the correct avenue for recognizing and rewarding hard working product owners for their dedication in ensuring that tourists receive only the very best service and value for their hard earned tourism Rand.

The 5th West Rand Tourism Awards function was held at Maropeng on 17 February 2012

Number of Categories:

Number of Special Awards: 10

Number of Overall Tourism Winners: 2

Number of final judges: 8

Master of Ceremonies: Georgie from Kaya FM

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Partnership

The Cradle of Humankind World Heritage Site Management Authority supported WRT in the 5th West Rand Tourism Awards by being the co-host of this event and sponsored the following:

- Paid for the Venue hire, sound, stage and all AV equipment;
- Used their appointed Marketing and Communications Company who developed a Media and PR plan to improve the profile, image, participation and awareness of the destination's products for increased tourism numbers;
- Assisted with the designing of the certificates and brochures;
- Assisted with the designing and printing of the programme and menu;
- Assisted with Event planning from COHWHS MA side;
- Assisted WRT in their endeavours to secure a Media Partner (Kaya FM) for the event, which directly increase profiling of the event pre, during and after the awards;
- Co-branding and profiling of the COHWHS as co-host; and
- Provided corporate gifts (cowboy hats).



Indaba International Tourism Show

The Indaba International Tourism Show took place in Durban from 12 – 15 May 2012. West Rand participated in this show as part of the Gauteng Pavilion. The West Rand Tourism stand was 6m x 6.5m (39m²) and was situated on a perfect spot as an entrance to the Gauteng Pavilion from the one side.

The exhibition stand of WRT was designed by Design + Display; which was also the supplier used for the entire Gauteng Pavilion. The Pavilion was a great success this year and also won platinum prize for the best overall stand in the Durban Exhibition Centre (DEC). This was also due to the fact that the stand was proudly a low carbon footprint stand which was also a first at Indaba.

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Three SMMEs had the opportunity to be sharing exhibitors on the West Rand Tourism Stand, namely:

- Tshuku's Transport Services (Bekkersdal);
- Tsitsi Bed & Breakfast (Kagiso); and
- Popsue Place (Merafong City).



Regional Tourism Organisation (RTO)

The lack of a comprehensive institutional framework for tourism in the Gauteng province has been found to be an impediment in positioning Gauteng as a successful and sustainable tourism destination. For this reason Gauteng Tourism Authority together with the DBSA commissioned a study to develop an optimum structure for the organisation of the tourism sector in Gauteng. The Institutional Framework for Gauteng was produced which incorporates stakeholders at all geographic or governance levels, i.e. provincial, regional and local; and at all ownership levels, i.e. government, private sector and communities.

This support function primarily entails tourism stakeholder/role-player alignment, management, delivery and support of tourism development in the West Rand and coordination of local tourism initiatives in the constituent municipalities (Mogale City, Randfontein, Westonaria and Merafong City Local Municipality) of the West Rand District. This will further entail coordination of activities through an institutional model that will address all spheres of public sector activity, ongoing private sector stakeholder engagement as well as the provision of platforms for labour and affected communities.

The RTO needs to send out a clear message to the private sector in tourism that the region is serious in assisting with marketing the West Rand. As private sector tourism establishments experience the advantages for an effective tourism organisation, they will become more willing to assist with financial support. It will also ensure that alignment is set with national and provincial legislation to create an enabling and facilitating environment for the entire tourism industry, and to facilitate organised tourism within the industry. It must also ensure that aggressive collective marketing is undertaken for the region as a whole, to promote the West Rand as the destination of choice.

The Regional Tourism Organisation (RTO) was launched on 28 June 2012 at EnGedi, Kromdraai. Key tourism stakeholders of the West Rand were invited to the event with the programme director Steve Gilroy from

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Gilroy's Brewery. Interesting topics were covered during the event by Cllr RM Blaai (WRDM, MMC Corporate Support Service); the Acting CEO of the West Rand Development Agency, Mr. Zeblon Mphaphuli, consultant from Grant Thornton Strategic Solutions, Ms Christelle Grohmann, and the key note was delivered by the CEO of Gauteng Tourism Authority, Ms Dawn Robertson.



RURAL DEVELOPMENT AND AGRICULTURE

MERAFONG FLORA

Background	Merafong Flora is an agricultural based project established by the West Rand District Municipality (WRDM) to address socio-economic challenges in its area. The project involves the production and sale of cut foliage and Flowers to the local and international markets.
Progress made to date	Planting: The last planting season started on the 09 th November 2011 with all Section 80 Committee: Economic Development Councillors invited for the first day of planting working together with the employees. Ten casual workers were employed for three months (19 November 2011 to 19 February 2012) to assist with weeding and harvesting. Job Creation: The project has created 29 permanent jobs to both young male and females of Merafong City. The project has capacity to grow further and create more jobs for the community of Merafong. Therefore proposals for funding (expansion and training) were submitted to institutions like IDC and SETA.
Marketing	The flowers are mostly sold through Multiflora, with some florists buying directly from the project. A delivery to Multiflora is done on a daily basis and depending

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	on production once to three times to Pretoria Flower Market.
Production	A number of seasonal varieties such as <i>Carthamus Zanzibar Orange</i> , <i>Statice quis</i> dark blue and white, <i>Ammi Visnaga</i> , etc. are some of the products that were planted. All of the above products have performed very well in the market and the project can continue to plant them as they also grow well in the area. Planting for the summer season will resume around September 2012.
Support	The WRDM or its successor in title is the 100% shareholder subject to an exit strategy whereby its equity will be scaled down. WRDM therefore provides administrative and financial support for the project.

Agricultural Training College

Launch	The Agriculture College was launched on the 26 th March 2012 at the Carmel Estate Farm, Magaliesburg, Mogale City Local Municipality.
Background	<p>The lack of agricultural training colleges in Gauteng necessitated Gauteng to come up with the concept of establishing the West Rand Agriculture Training College. The MEC and the Gauteng Department of Agriculture and Rural Development has engaged Mogale City Local Municipality to forge a partnership in the provision of training and capacity building of farmers in the West Rand and Province in general and this has been welcomed by the Executive Mayors.</p> <p>Mogale City Local Municipality has a farm called the Carmel Estate Farm that was purchased by the Department of Rural Development and Land Reform for the development of commonage. The farm has structures that can be converted into farmer training facilities with boardrooms and accommodation facilities.</p> <p>The other facility that can also be of use in the West Rand is the Bekker Agricultural High School. The school will be an integral partner towards the realization of the agricultural training programme in the West Rand given its location and available resources. Bekker Agricultural High School is based in the Magaliesburg area which falls within Mogale City Local Municipality. The competitive advantage of the school is that it owns a farm which has both livestock and crop farming activities. The farm is well-equipped with tractors,</p>

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	livestock handling facilities, irrigation system, poultry and piggery structures and implements used for crop farming.
Aim	<p>The establishment of the college is to provide the following benefits to the farming community in the Gauteng Province:</p> <ul style="list-style-type: none">• To render agricultural training and capacity building to small and emerging farmers in the province;• To present a forum for interaction between farmers and service providers;• To organize and train farmers in commodity focused groups;• To provide continued support to settled farmers and to facilitate the establishment of economically viable, environmentally friendly and sustainable production units;• Drawing on skills and expertise of service providers, agricultural and academic institutions in the training of farmers and youth development;• To facilitate the efficient flow of agricultural information; and• Development of youth in the agricultural learning areas.
The envisaged training will focus on all the Primary Commodities in the Province, such as:	<ul style="list-style-type: none">• Animal production which will include amongst others, beef, poultry, piggery, dairy, sheep, goats, bee-keeping and rabbits• Field crops production which will include grains and oil seeds• Aquaculture, namely fish and crocodiles• Vegetables production in potatoes, tomatoes, onions and spinach• Horticulture which deals with ornamentals and cut flowers as well as indigenous medicinal plants• Agro-processing training will deal with abattoirs, essential oils and canning• Technical and business skills and training skills

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FRESH PRODUCE HUB

It is generally known that West Rand Region, holds a significant amount of agricultural land in Gauteng Province. It is also acknowledged that a large percentage of agro-processing companies operate within the Province, and yet the District does not have large scale agro-processing companies. Similarly, in the Province, the District does not even have a fresh produce market. In the industry analysis sub-report, it was confirmed that the District has an opportunity to consider establishing a fresh produce market. In the business case analysis, it is however confirmed that there is an opportunity to establish a fresh produce depot at a recommended site.

The concept of a fresh produce depot is essentially a municipal owned facility with the risk of business being transferred to a private operator. The envisaged facility will have the following key infrastructure:

- Warehouse facilities with cold and chill rooms;
- Truck stop facilities with appropriate handling equipment;
- Packaging facilities;
- Processing facilities with capital-intensive equipment.

A depot is therefore regarded as agro-processing business, processing fresh produce as raw materials and converting them into pre-cut physical state in order to satisfy market requirements. A depot core competency is thus the provision of value added products, implying that the finished goods for the target market will be sold at higher price than cost of input raw materials. These value added products are usually cleaned, graded, labeled and packaged according to the customer instructions and usually have limited perishable shelf life. The business of operating a depot would therefore require critical understanding of balancing quantity demanded by customers with availability of raw material so as ensure constant supply of finished goods.

SMME DEVELOPMENT

Office

The SMME Development office provides business information to incoming clients who want to know among other things about the registration of a business entity, business support, capacity development, etc. The office provides support where needed to local LED offices within West Rand District. The Merafong Local Municipality was where we paid more emphasis particularly on Cooperative registration.

Meeting/workshop

SMME's workshop was held, where government departments and development agencies made presentations. DTI, GEP, JFPM participated and also assisted emerging enterprises on how best to be positioned in a

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competitive business environment. The main goal was to disseminate business information and to establish business linkages and network.

Cooperative registration

The registration of cooperatives seems to take a centre stage and its ongoing processes as this type of business formation is promoted. The total number of registered Cooperatives is approximately thirty (30) to forty (40) Cooperatives. Most Cooperatives established were within the manufacturing sector (Sewing of school uniforms) and the Department of Social Development was a very significant role-player to ensure the success and sustainability of these entities, in particular Merafong Office.

MUNICIPAL ENTITY: WEST RAND DEVELOPMENT AGENCY (WRDA)

Donaldson Dam

A new security company (Mafoko) has been appointed in February 2012 replacing Zakhale security. The following repair and maintenance at the dam were done:

- *Repair of the outside wall at the entrance*
Painting of the guard Room, braai area and 3 Toilets (Maintenance of building);
- *Repair of electricity; and*
- *Plumbing in three toilets*

A number of activities such as fishing workshop, beach party and fishing competition took place in the year under review. The tender for the appointment of the developer was withdrawn.

KATLEGO CULTURAL FACILITY

The project was transferred to the WRDA from the WRDM. The following principles were agreed upon between the WRDM and Rhino and Lion Nature Reserve (R&LNR) with regard to the operation of the Katlego facility:

- The WRDM will initially hold a 100% shareholding in the Katlego Company until such time that shares will be transferred to Rhino & Lion;
- A 20% shareholding in the Katlego Company will be transferred to Rhino and Lion as compensation for the land donated and the goodwill the Nature Resort creates by attracting visitors to the specific location; and
- The WRDM will appoint interim directors for the Board of the Company, until such time that the Company is fully operational and new Directors could be appointed. Rhino & Lion will have representation on the Board of Directors.

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BUY -BACK CENTRE

In order for the WRDA to establish a Buy-back waste recycling facility, a Waste Licence is required in terms of the National Environment Management Waste Act(NEMWA), 2008(Act No. 59 of 2008) for a category A waste management activity. The Gauteng Department of Agriculture and Rural Development (GDARD) is the authorizing body, and therefore a waste licence was issued by the GDARD.

After obtaining the operating licence from GDARD, a contractor was appointed to construct a buy back centre at ERF 6417 Mohlakeng Extension 4. By the end of June 2012, the following was completed:

- The floor;
- Erection of the steel work; and
- Roofing of the buyback centre.

STRATEGIC PLANNING SESSION

A strategic planning workshop was held for the **West Rand Development Agency** on 19 and 20 April 2012 at the Valverde Hotel Conference Centre in Krugersdorp. The purpose of the workshop was mainly to develop a turnaround strategy for the agency.

PLASTIC RECYCLING

The following equipment was required and purchased for the full operation of the factory:

- Office equipment: office desks, chairs and filing cabinets
- Office equipment: ablution facilities: tables, chairs and lockers
- Computer hardware: desktop computers, server, 2 laptop computers (marketing & presentations) and wireless routers
- Computer software: Office software and financial system, including stock control, costing, salaries, point of sale, etc.
- Forklift: for handling heavy equipment, loading and off-loading material, etc.
- Factory tools: hand tools and bench grinder for working on machines and sharpening of machine tools.
- Specialized Tools: tools for the handling of material. Includes manual forklift trucks, hoists and scales
- Factory machines
 - ✓ Mechanisation of the wash plant (granulator and drier)
 - ✓ Printer for printing logos on plastic products
 - ✓ Pulveriser to reduce plastic pellets to powder.
 - ✓ Corona treater (prerequisite for printing on plastic)

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- ✓ Agglomorator (current machines are under capacitated and cause a bottleneck)
- ✓ Bag maker (vest bag maker; provides additional product for other markets)
- ✓ Capital spares for the extruder (new barrel and worm for the extruder in order to renew machine)
- ✓ Shredder (shreds current scrap in order to utilize scrap produced by the current processes, thus utilizing the current scrap again, instead of discarding it)
- Time and attendance system: to interface with financial system.

GOVERNANCE

The Board of Directors was disbanded in December 2011 due to poor work performance and an Interim Board appointed in February 2012.

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COMPONENT D: COMMUNITY & SOCIAL SERVICES

The Directorate Health and Social Development within the municipality has a role of coordination and support of the local municipalities. Therefore whilst coordinating services by the various government departments, the Directorate provides services at the different B municipalities and also looks at gaps where the directorate could support. Thus under this heading the following has been done in the past financial year.

COMPONENT D: COMMUNITY AND SOCIAL SERVICES TAKEN FROM IDP				
Service Objectives	Targets (2011/12)	2011/12 (reporting period)	Year 2012/13 (current target)	Comments/Impact
Assessment of Sports and Recreation facilities	24	34	24	Feedback given to municipalities to plan maintenance and upgrading of identified needs.
Monitoring of ECDCs institutions (support towards quality basic education)	32	32	32	ECDCs institutions are capacitated on the legislations for compliance, assisting them in preparation for registration of their institutions.
To empower child/youth headed households with parenteral skills (support towards quality basic education as children/youth to prevent disruption of schooling)	4 training sessions	4 training sessions	4 training sessions	There is quality improvement in child/youth headed households as they will have minimum understanding of the parenting role.
Leadership skills development	12 identified schools	12	12	A number of learners in identified schools have leadership skills, thus do not get involved in

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Establishment of reading clubs (support towards quality basic education)	100 learners from poor performing schools	424 learners	500	There is interest in reading and more learners are prepared to be part of the reading clubs.
Reading and storytelling to ECDCs (support towards quality basic education)	4	8	8	Storytelling and reading programme is growing in those ECDCs and develops interest in reading at an early age.

EMPLOYEES OF COMMUNITY AND SOCIAL SERVICES

Job Level	Employees Number 2011/12	Post Number 2011/12	Employees Number Current Year 2012/13
10	2	2	2
6	2	2	2

3.12 LIBRARIES; ARCHIEVES; MUSEUMS; GALLERIES; COMMUNITY FACILITIES; OTHER (THEATRES, ZOOS, ETC)

Not applicable to the WRDM.

3.13 CEMETERIES AND CREMATORIUMS

The maintenance of parks, cemeteries and street trees is done by the Local Municipalities (LMs) who also provide the public with burial services. The Local Municipalities also manage and maintain municipal owned cemeteries within their municipal boundaries. There is a challenge of shortage of burial space and the active cemeteries are already running out of space for new burials.

The Local Municipalities during the years identified important service delivery priority issues and the impact the priorities had on the communities at large. The LMs also prioritised to, encourage second burials in existing graves (this is an initiative to save land and to increase the life span of existing cemeteries) and improved cemetery security.

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In order to improve performance and cemeteries' efficiencies during the past year, the Local Municipalities started encouraging families to buy deeper graves when available in order to encourage second burials in one grave as a means to save space. Families are also encouraged to conduct second burials in all old graves as a means to save space. Another initiative was to provide a clean and green cemeteries environment.

3.14 CHILD CARE; AGED CARE; SOCIAL PROGRAMMES

Not applicable to the WRDM

3.15 MAYORAL PROGRAMMES

The following is a brief report of Programmes/ Projects Implemented in the Political Offices from 2011- 2012 Financial Year:

Mandela Day

The WRDM was in partnership with the Department of Education and two schools were identified in Kagiso and Simunye. A cleaning campaign was done at the two schools.

Media Coverage

- Herald Newspaper
- Kaya FM (Executive Mayor's live interview)
- Motswedeng FM (Communication Officer's live interview)

Outlining the role of local government interviews

The Executive Mayor was interviewed by Motswedeng FM on different issues, on Wednesdays. The interviews lasted for 20 minutes per topic and listeners were also engaged.

The following topics were covered by the Executive Mayor:

- Community coming together to improve the environment,
- Ward Committees' responsibilities,
- Role and responsibilities of the public when showing dissatisfaction with service delivery, and
- Service Delivery Complaints.

PROMOTION OF COP 17 (PLANTING OF TREES)

The Executive Mayor planted trees in different areas of West Rand prior COP17 as a symbol of supporting the conference. The event had the following media coverage:

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- Herald
- Daily Sun
- Kaya FM
- Rainbow FM (funded by GCIS)

The WRDM secured a stall at the conference. A two page advertorial was secured at TOPCO Magazine. The magazine was distributed at the conference.

DISABILITY PROGRAMMES

- Cheque presentation to learners with Special Educational Needs.
- Media presence/coverage (Herald and Krugersdorp News)

Disabled Food Gardening Project Launch.

- Media presence/coverage (Herald and AGRI TV)

International Day for People with Disabilities

- a programme of sports activities and celebrations for the disabled in the West Rand District Municipality.
- Media presence/coverage
 - ✓ Randfontein Herald
 - ✓ Daily Sun
 - ✓ Kaya FM
 - ✓ Eye Witness News
 - ✓ Marketing collateral provided:250 t-shirts

Goal Ball tournament for people with disabilities:

- Media Coverage/presence: (Motswedeng FM's live interview with the Executive Mayor)
- Distribution of protective clothing and garden equipment donated to Centres of people with disabilities.

16 Days of Activism

A March was organised in support of 16 Days of Activism - No Violence against Women and Children. Media presence/coverage

- Randfontein Herald
- Daily Sun
- Kaya FM

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- Motswedding FM
- Rainbow FM (funded by GCIS)

Marketing collateral provided:

- 750 X 16 Days' t-shirts
- 500 x Green IQ t-shirts
- 2000 X A5 invitation pamphlets
- 200 X hardboard posters with 2Xholes at the top and 2Xholes at the bottom and strings (for street poles)
- 2 X 1.5m X3m banners
- 1000 X A5 pamphlets to hand out at the march

50 A3 posters on board with stick to hold at the march

- Provision of beds and linen to victim empowerment centres. Media presence/coverage (Herald)

Youth

- 200 Orphans visited the zoo. Media presence/coverage
 - ✓ Soweto TV
 - ✓ Daily Sun
 - ✓ Kaya
 - ✓ Sowetan
 - ✓ Marketing collateral provided: 200 t-shirts for kids
- 2011 Matric Awards were Top 5 Matriculants were presented with Brand New Laptops and R10, 000 each and 10 other learners were given R5, 000 each.
- Media presence/coverage
 - ✓ Herald
 - ✓ Sowetan (story not published due to the reporter's late submission)
 - ✓ Daily Sun (story not published due to the reporter's late submission)
 - ✓ Motswedding FM
 - ✓ Eye witness news (Radio 702)
- Procurement of Youth Development equipment i.e. Car Wash Material to be presented to 4 Cooperatives, one in each Local Municipality.
- Blazers for Youth Awards, These awards are a platform to acknowledge outstanding Achievements by our youth in various disciplines, i.e. Sports, Arts, Business, Academic and any other area of Youth development.

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- **Hosted a Youth Summit**, this thematic Platform is created to provide Youth organisations with an opportunity to influence Youth Development Programmes at a Municipal level, hence encouraging youth to take ownership of their development.
- Executive Mayor's interview with Lesedi FM on the role of SALGA in municipalities.
- 2011 Christmas cards, 2012 WRDM Calendars and 2012 learners' timetables were also produced.
- A Christmas message from the Executive Mayor was sent to Herald and Krugersdorp News and it was only published in the Krugersdorp News.
- An opinion piece on Green Issues was prepared by Oresego Holdings for the Mayor's approval. After the approval it was then sent to the Star Newspaper.
- Profiling of the Executive Mayor at the "Voice of Local Government" Magazine
- Profiling of the Municipality at the West Rand Chamber of Business and Tourism.

Special Projects

- Entrepreneurial Skills Training: The purpose of the training was to provide entrepreneurial skills to beneficiaries to enable them to participate in the creation of employment in West Rand. 34 Beneficiaries who were trained have formed IDWALA CONSTRUCTION AND HOSPITALITY COOPERATIVE.

Schools Outreach Programmes:

- The project was undertaken jointly with the Executive Mayor to address poor performance in schools when schools opened in Jan 2012. The project is now the responsibility of the Ministers and has six focal areas: Counseling, After Care and Rehabilitation Support, Motivation/Preaching, Prayer Sessions, Youth Talks, Academic Support in areas pertinent to ministers calling. This is an ongoing programme in all locals coordinated by the Office of the Executive Mayor. Media presence/coverage: Herald

Green IQ and 2016 Vision: Media presence/coverage

- SABC 3 with Michelle Garforth.... Special interview on Greening West Rand
- One on one interview with Beeld Newspaper Journalist
- Pre recorded interview with Soweto TV
- One on one interview with Herald Newspaper
- 2 page advertorial with TOPCO Magazine
- Presentation of eco-bins and launch of LED Lights: Media presence/coverage
- Herald and Soweto TV

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Community Support Programmes:

- Provided support to an athletic club that had 4 members who qualified to take part in the Comrades Marathon.
- Executive Mayor's support Programmes.
- The Executive Mayor has responded positively to the request made by Colossus Aerobic Club to sponsor five of their members that qualified for the comrades' marathon. This race is the biggest and the most talked about in the calendar of athletics. Sponsorship will be for their transportation, accommodation and meals.
- Sponsored Mpho Ndongeni, who is a Grade 7 learner, who has received an award for being the best academic achiever in Grade 6; Mpho has been selected to play in the Under 13 Delta team at the Gauteng School Sports Netball. WRDM will be paying for her accommodation during the tournament as parents are not able to afford R2 850 required.
- Sponsored Laptops for the two financial budget management interns who were chosen to participate in the 2012 internship programme that will lead to them going to France on the 15th September 2012. WRDM will find a way of making sure that even if they will be thousands of kilometers away from West Rand, they will be identified as those who are from the West Rand District.

General

A service provider was appointed in December to assist with the District Wide Communication Strategy. The framework was then presented on the 19th December 2011 where all the communicators across the region made inputs and the 1st draft of the Strategy as well as the Manual were presented to Council in January 2012. The strategy will be implemented in the next financial year 2012/13.

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COMPONENT E: ENVIRONMENTAL PROTECTION

The focus areas of the Environmental Section are as follows:

- Environmental Management, Compliance and Enforcement (inclusive of waste management, biodiversity management and related functions)
- Air Quality Management
- Environmental Programmes
- Green IQ is a Mayoral project for which the Manager: Environmental Management is the project manager.

Environmental planning and management functions are executed within the ambit of the National Environmental Management Act, Act 107 of 1998, and its ancillary legislation. The role of the West Rand District Municipality in this regard is that of co-ordinating environmental activities within the region, adhering to environmental regulatory principles and Section 24 of the Constitution to ensure a safe and healthy environment for its communities. It also plays a leading role in developing environmental policies, in terms of legislative requirements, to guide activities and conduct in the region.

In adhering to the above, it is therefore incumbent upon the environmental section to scrutinize all new development applications and to submit comments on the contents of the Environmental Management Plans as prepared for new industries and factories in the area. Applications for the undertaking of relevant listed activities according to the procedures set out in the relevant legislation, guidelines and departmental manuals, are evaluated and authorizations or exemptions issued where applicable.

ENVIRONMENTAL MANAGEMENT WITHIN REGULATORY FRAMEWORK

STATE OF THE ENVIRONMENT REPORT (SOER) AND ENVIRONMENTAL MANAGEMENT FRAMEWORK (EMF)

The preparation of the State of Environment Report (SoER) and Environmental Framework (EMF) is a legal requirement in terms of NEMA. The purpose of the SOER is to provide a status report on the environment of the region and to assist in the identification of environmental problems and related issues in the district. The SoER has been concluded in November 2011 and the second phase, to embark on the preparation of the Environmental Management Framework (EMF), has started. Pre-concurrence has been obtained from the Department of Environmental Affairs and the expected completion date is set for May 2013.

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REGIONAL INTEGRATED WASTE MANAGEMENT PLAN

The preparation of an Integrated Waste Management Plan (IWMP) is a legal requirement, in terms of the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008)[NEMWA]. The overarching intention of this plan is to ensure that waste management planning within the district is sustainable, practical, implementable and acceptable to all key role players and parties expected to implement the plan. The IWMP is available on the WRDM website.

The first Regional Integrated Waste Management Plan was completed during 2010. It was approved by the WRDM during October 2010 and submitted to GDARD – final approval was obtained during February 2011.

The greatest challenge facing the WRDM in appropriately implementing this IWMP will be financial and institutional capacity constraints. The IWMP thus **makes informed recommendations as to possible sources of finance to be explored by the WRDM when initiating the projects outlined in the Implementation Plan**. In addition, a key component of the IWMP is to increase institutional capacity, as well as technical ability of the Authorities.

Status of landfill sites within the region

In terms of Section 84(1) of the Municipal Structures Act, and by means of MEC promulgation, the WRDM has the responsibility of determining a waste disposal strategy and to assist local municipalities in obtaining permits for regulation purposes, whilst the actual operational and management activities of such sites rest with the local municipalities themselves.

It is also incumbent upon local municipalities to establish monitoring committees who can assist in the conducting of internal audits on a six monthly basis. External audits are being conducted on an annual basis by GDARD.

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Waste Management: Challenges and Gap Analysis

Resulting from the compilation of the Regional Integrated Waste Management Plan the following gap analysis was formulated and gives an indication of the Waste Management challenges that need to be addressed:

PROJECTS	NEED	DELIVERABLE
CBD recycling pilot programme	To promote recycling “at source” within the WRDM CBDs and save available landfill airspace. To create permanent employment opportunities within the WRDM.	Functional, profitable and self-sustaining recycling/Buy-Back Centre within the Randfontein CBD that is easily accessible to businesses and informal reclaimers/litter pickers. Incl. funding from DEA R10m over 3years.
Landfill Airspace Audit (Existing Landfills)	To allow for informed future landfill planning in relation to the amount of remaining available airspace within each constituent LM of the WRDM.	Landfill Airspace Audit for every landfill site within the WRDM.
Landfill weigh-bridge audit (operation and maintenance)	To ensure that all weigh-bridges within the WRDM are properly functioning, managed and that the level of reporting achievable (each weigh-bridge) is appropriate for inclusion into the District WIS.	Landfill weigh-bridge Audit Report that meets the objectives set out above.
Development of Waste Information System at District Level for standardised reporting and information capture at Local Municipality level	To create a platform Information System from which informed planning must emanate. The WIS should provide reliable information on amounts, types, generators and transporters of waste within each respective LM and the DM at Large. The WIS will also be a tool used to assess whether, or not, recycling targets are being met by the respective LM. In order to obtain accurate data, all private waste collectors/ operators must be registered with the LM and/or DM, as required by NEMWA.	Operational WIS that is populated by technically capable staff at a LM level. Outputs of the WIS to be used to inform further waste management planning at a DM and LM level. Achievement of recycling targets to be measured against data attained from the WIS.

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PROJECTS	NEED	DELIVERABLE
Waste education and awareness strategy	<p>To improve compliance by the WRDM residents to their locally applicable By-Laws. In particular, the potential penalties relating to illegal dumping should be clearly communicated.</p> <p>The project will ultimately be aimed at reducing the level of illegal dumping and littering within the WRDM, encouraging separation at source, as well as shifting the mindsets of residents in relation to issues of waste management.</p>	Development of an effective, hard hitting, waste management awareness strategy. In addition, the expected deliverable would be improved level of understanding by WRDM residents as to their responsibilities within the waste management cycle
Pilot Material Recovery Facility strategy and incorporation of informal landfill litter pickers	<p>To use this project as a pilot project to streamline and “fine tune” the potential establishment of similar such projects (MRFs), at LM level, at other landfill sites within the WRDM.</p> <p>A subsidiary goal of the project would be to reduce the volume of waste deposited at the Lebanon landfill site through cost effective and efficient recycling at the landfill site. The project should present no financial burden to either the WRDM or WLM and should represent a sustainable model for implementation wherever possible throughout the WRDM.</p>	Informal landfill litter pickers
Detailed, district level, hazardous waste stream analysis	The WRDM should procure the services of an appropriately qualified service provider to conduct a hazardous waste stream analysis for	Hazardous Waste Stream Audit Report.

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PROJECTS	NEED	DELIVERABLE
	<p>the WRDM. The audit should cover, at the very least, the following aspects:</p> <ul style="list-style-type: none"> • Identify all hazardous waste generators within the WRDM; • Develop a comprehensive list of the types and classifications of all hazardous wastes generated within the WRDM; • Develop a comprehensive list of the volumes of each aforementioned hazardous waste generated by every respective generator of that waste; • Identify all transporters of hazardous waste within the WRDM; • Identify end points of disposal for all hazardous waste streams originating in the WRDM; and • Identify any treatment facilities for hazardous waste streams within the WRDM. 	
Development of a Waste Exchange Programme	<p>Development of a waste exchange programme resulting in increased use of 'waste' byproducts</p> <p>As resources in</p>	<p>Development and implementation of a successful waste exchange programme</p>

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PROJECTS	NEED	DELIVERABLE
	industrial/manufacturing processes.	

INTEGRATED AIR QUALITY MANAGEMENT PLAN

The first Regional Integrated Air Quality Management Plan was completed during 2010. It was approved by the WRDM during October 2010 and was granted approval by GDARD in May 2011 as the Provincial Department found the document to be adequate and aligned with the Gauteng Provincial AQMP.

The main purpose of the WRDM AQMP is to achieve the following goals:

- Establish an effective and sound basis for planning and management of air quality within the WRDM;
- To manage air quality that will promote human health and well-being;
- To encourage sustainable economic development that is not harmful to residents and ecosystem;
- To allocate accountability to appropriate polluters; and
- To ensure effective communication and public participation.

Air Quality Emission Licences (AELs)

The WRDM has been mandated to fulfill the function of air quality emission licensing authority with effect from April 2010. Since establishment of the office, appropriate systems & procedures have been developed to ensure the smooth processing of AELs. The Municipal Manager has also been formally designated as the regional Air Quality Officer, mandating him to approve or reject air quality licence applications.

Gaps relating to the issuing of AELs

Finalization of the licensing fee calculator or charge by the National Department of Environmental Affairs (DEA) is currently being developed, so as to charge applicants across the Country for AELs.

Opportunities associated with the issuing of AELs

Revenue will be accrued by charging the applicants who apply for the AEL as contemplated under the National Environmental Management: Air Quality Act, 2004. Tariffs can however only be charged once the by-laws and relevant tariffs and charges have been promulgated. CFO will be requested formally to ring fence AEL license fees.

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Air Quality Monitoring Stations

There are currently two air quality monitoring stations within the WRDM – one located in Mogale City LM and the other one in Randfontein. The WRDM has made available funds on the 2011/12 budget for the purpose of appointing a service provider to attend to the functional operation of these stations and to serve as an interim measure to support the district and local municipalities.

The status of the air quality monitoring stations is as follows:

MUNICIPALITY	MONITORING STATION	CURRENT STATUS	GAPS & CHALLENGES
Mogale LM	Leratong Monitoring station	The station has not been running consistently due to budgetary constraints	Lack of funds to properly run the station
Randfontein LM	Yarona Monitoring station	The station has not been running consistently due to budgetary constraints	Lack of funds to properly run the station

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CHALLENGES FACING THE AIR QUALITY DISCIPLINE

The Air Quality Discipline within the region currently faces the following challenges:

PROJECT	NEED	PROJECT IMPACT	ENVISAGED GAPS	CHALLENGES
Management of ambient Air Monitoring Stations	To assess pollution levels & ensure compliance with the Air Quality Act.	Pollution levels will be known & appropriate mitigation measures or actions be taken.	Pollution levels will not be known. Training of Air Quality officials on proper running of the stations.	Budgetary constraints to run these stations. WRDM has requested funding from GDARD and DEA for station management and additional station.
Establishment of additional ambient air monitoring stations, in especially under Westonaria & Merafong LMs	To determine human exposure to pollution levels	Pollution levels within Westonaria & Merafong will be known	No information on pollution levels under these Municipalities	Budgetary constrainys to procure the stations for these two Municipalities
Introduce education & awareness campaign programmes to residential & commercial areas regarding air pollution impacts and emission reduction strategies	To educate communities & industries about air pollution effects & how they can reduce pollution from their day to day activities.	To reduce human exposure to high levels of air pollution. To reduce the effect of Climate Change by combating Green House Gasses.	Health effects and natural disasters (i.e. floods, droughts etc) due to unbearable climatic conditions	Allocation of sufficient funds to run these campaigns & mobilisation of communities

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Install & run Air Quality Dispersion Modelling.	To determine levels of pollutants from various sources and where such pollutants are likely to go.	Pollution levels emanating from various sources can be estimated at a source.	Levels of pollutants can't be determined from their respective sources	Finalisation of the National Guideline by DEA on the recommended Software to be used across the Country.
Equipment for testing of noise pollution & vehicles emissions.	To assess noise levels & vehicle emissions. The equipment will also assist in responding to the noise & emission complaints lodged with the Council.	Ensure compliance with the legislated noise & vehicle emission levels	Noise & emission levels will not be known	Budgetary constraints to procure the required equipment
Regional Climate Change Response Strategy	To be able to effectively respond to unbearable climatic conditions	This strategy will assist in responding to unbearable climatic conditions such as floods, droughts, excessive temperatures etc.	The Municipality will not be able to effectively respond (i.e. adaptation & mitigation measures) to such climatic conditions.	Allocation of funds to develop & implement the strategy
Regional Energy Efficiency Strategy	To reduce energy consumption &	Energy saving, which will result to air pollution	Energy shortage and more air	Allocation of funds to develop & implement the

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	provide alternative energy sources.	reduction	pollution	strategy
Training of Air Quality Officials	Optimise expertise in terms of Air Quality Management	To ensure that officials are well capacitated	Best or high quality service delivery will be compromised	Allocation of sufficient funds to train officials

REGIONAL BIODIVERSITY MANAGEMENT PLAN

The WRDM, in collaboration with the South African National Biodiversity Institute, embarked on the preparation of a Bioregional Plan for the district. This plan is a legal requirement in terms of the Biodiversity Act and provides for the protection of species and ecosystems, sustainable use of indigenous biological resources and equity in bio-prospecting.

ENVIRONMENTAL PROGRAMMES

In fulfilling its Section 24 Constitutional responsibility, the Environmental Section of the WRDM, in conjunction with the Gauteng Department of Agriculture and Rural Development (GDARD), plays a leading role in coordinating, supporting and monitoring the following environmental programmes and projects.

Green IQ Strategy

The WRDM is in the process of drafting its Green IQ Strategy which focuses on the following five pillars viz: economy, energy, people, innovation and environment. The activities to give effect to the strategy will touch inter alia on the following: rehabilitation of illegal dumping sites into parks, recycling, establishment of eco-parks and planting of trees, solar energy initiatives etc.

Bontle ke Botho

“Bontle ke Botho” means being beautiful is being human. Bontle ke Botho emphasizes poverty alleviation, changing of consumption, production patterns, protecting and managing the natural resource base for social and economic benefits as its objectives. The campaign supplements the environmental education plans in municipalities, thus assisting them to create more awareness of environmental issues and environmental action in communities. In this campaign, provision is made for a Clean Municipal Ward Category as well as a Clean School Category. GDARD provides prize money for the winning categories, the funds which must be utilized once again to improve environmental conditions.

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Clean-up and educational awareness campaigns.

These campaigns are conducted throughout the year in all communities with the aim of educating the communities on waste minimization principles, sorting at source and reclamation of re-usable material. Several campaigns and information sessions are also conducted at schools to make pupils aware of the dangers of contaminating the environment.

Celebration of national and international environmental days:

The WRDM, in collaboration with the respective governmental departments and local municipalities co-ordinate and support activities in celebration of the following:

- Wetlands Day Celebrations (February)
- National Environmental Week (June)
- Arbor Day Celebrations (September)

Parks Development

An amount of R900 000 was made available by the WRDM for parks development in Randfontein, Westonaria and Merafong City LM respectively.

ACID MINE DRAINAGE

Waste from gold mines constitutes the largest single source of waste and pollution in South Africa, and there is wide acceptance that Acid Mine Drainage is responsible for the most costly environmental and socio-economic impacts. The measured uranium content of many of the fluvial sediments in the Wonderfonteinspruit, including those off mine properties, exceeds the exclusion limit for regulation by the National Nuclear Regulator (NNR). The radio-active contamination of surface water bodies in the Wonderfonteinspruit catchment area caused by the long-lasting mine water discharges and diffuse emissions of seepage and run-off from slimes dams also poses radiological risks to the public, from the usage of the polluted environmental material.

Commitment from all regulatory bodies such as the National Department of Water and Environmental Affairs, GDARD and the National Nuclear Regulator (NNR) is essential in forcing the mining industry to institute remedial measures to reverse the degradation of the environment and to reinstate socio-economic and environmental equilibrium in the West Rand.

On 09 February 2011, a draft report was submitted by the Interministries Committee on AMD to Cabinet. The report recommends three interventions for the management of AMD.

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Firstly, an immediate intervention, to neutralise acid water already decanting from the Western Basin.

Implementation measures for the Western Basin will therefore include the following:

- Abstraction of AMD via installed pumps at No 8 Shaft to achieve the ECL;
- Construction of a new HDS treatment plant on the Randfontein Estates site;
- Construction of a treated water pipeline to a suitable discharge point on the Tweelopiespruit within the Krugersdorp Game Reserve, flowing to the Crocodile River; and
- Construction of waste sludge disposal pumps / a pipeline to the CPS Pit and the West Wits Pit.

Secondly, a short term intervention, by pumping water from the Western, Central and Eastern Basins to prevent surface decant and to neutralise this water before release into the environment will also be effected.

The long term intervention considered by the Department of Water Affairs includes the removal of salts from AMD.

The Due Diligence for the development and planning of short term AMD management and mitigation measures, was done within the context of accommodating the long term mine water reclamation and reuse from the respective mining basins. The selection of suitable AMD treatment plant sites, the choice of AMD neutralisation technology, the general configuration of infrastructure and pipeline routes and corridors were all undertaken to provide seamless integration with the long-term mine water management.

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COMPONENT F: HEALTH

The Provincial Department of Health remains the service provider and the employer of personnel for the function. The Directorate then concentrates on the community education through use of volunteers and organized community structures so that they have information on the health services available in their area and thus can seek early medical assistance.

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HEALTH TAKEN FROM IDP				
SERVICE OBJECTIVES	TARGETS (2011/12)	ACTUAL 2011/12	TARGET 2012/13	COMMENTS/IMPACT
Support child health (support towards long and healthy life)	20	32	20	Capacitating ECDCs institutions on the importance of Immunization, nutrition and the different developmental stages of children.
Support youth health (support towards long and healthy life as well as quality education)	20	20	20	Number of learners understands the negative impact of teenage pregnancy that leads to disruption of learning.
Support prevention of communicable diseases (support toward long and healthy life)	15 000	18 024	15 000	Community members are aware of TB symptoms and implications thus seek early medical intervention. (The use of the NYS learners assisted in exceeding the target)
Support women's health (support toward long and healthy life)	8 community based structures	8 structures	8 structures	Women are aware of the implications of cervical or breast cancer. Therefore women go for regular check-ups.
Public education on HIV and AIDS (support toward long and healthy life)	400 000 community members	364 493	400 000	More people are presenting themselves to clinics for HIV testing as a result of the door to door education.
Capacity building through workshops	Contracted ward based volunteer	310 volunteers	298 contracted volunteers	Volunteers are capacitated in educating about HIV and AIDS and can do their work of educating communities.
Capacity building through in-service training on TB and STI	Team leaders and supervisors of ward based	76 contracted volunteers	100	Volunteers capacitated on TB and STI thus can answer questions from community members when doing their door to door education.

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	volunteers			
Training on HIV Counselling and Testing	40 Selected volunteers	39 volunteers	50	Volunteers are able to counsel community members that need counselling.
Intersectoral collaboration	4 District AIDS Council meetings	4 meetings	4 meetings	All stakeholders working on various AIDS programs understand the National Strategic Plan and the expected outcomes as well as targets.

HEALTH PROGRAM EMPLOYEES

JOB LEVEL	NUMBER OF EMPLOYEES (2011/12)	NUMBER OF POST 2011/12	NUMBER OF EMPLOYEES (CURRENT YEAR 2012/13)
6	2	2	2
10	2	2	2

HEALTH INSPECTIONS ETC (MUNICIPAL HEALTH SERVICES)

SERVICE OBJECTIVES	TARGETS (2011/12)	ACTUAL (2011/12)	TARGET (2012/13)	COMMENTS/IMPACT
Safe food handling training sessions	60 training sessions	58 training sessions	60 training sessions	Handling of food and food premises improve thus preventing food poisoning and people understand the legislations toward food handling.
Food sampling	60 samples	680 samples	60 samples	Department of Agriculture bacteriological butchery study increased the target.
Water sampling	80 samples	80	80	There is clean drinking water and two of the municipalities are awarded the blue drop status.

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Inspection of food facilities	1600	2347	1200	A total of 1373 (58.5%) of those inspected were compliant. NB: municipalities exceeded the set target.
Capacity building on the MHS by-laws	100 individuals	299 people	100	People are aware of the newly promulgated MHS by-laws and are complying. Target exceeded as more EHPs participated in the program.

MUNICIPAL HEALTH SERVICES EMPLOYEES

JOB LEVEL	NUMBER OF EMPLOYEES (2011/12)	NUMBER OF POST (2011/12)	NUMBER OF EMPLOYEES CURRENT YEAR (2012/13)
3-2	3	3	4
5-4	3	4	3
8-6	16	1	1
11-9	2	4	2
15-14	2	4	2

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SPORT AND RECREATION TAKEN FROM IDP			
TARGETS (2011/12)	ACTUAL 2011/12	TARGET CURRENT YEAR (2012/13)	COMMENTS/IMPACT
100 representatives from sports structures	100	Nil –no budget	Sports structures members manage their structures appropriately as they are capacitated.
12 primary schools	12 primary schools	12	Learners are motivated to partake in sports thus enhancing their learning ability.
		5 day event	West Rand branding, social cohesion is promoted, green economy and promote healthy lifestyle.

SPORT AND RECREATION EMPLOYEES

JOB LEVEL	NUMBER OF EMPLOYEES 2011/12	NUMBER OF POST 2011/12	NUMBER OF EMPLOYEES CURRENT YEAR (2012/13)
6	1	1	1
9	-	1	1
10	1	1	1

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COMPONENT G: SECURITY AND SAFETY

INTRODUCTION TO SECURITY & SAFETY:

Directorate Public Safety is composed of three sub-directorates:

1. Community Safety
2. Disaster Management
3. Integrated Emergency Services

SUB-DIRECTORATE COMMUNITY SAFETY

The West Rand District Municipality committed itself to the National mandate of establishing a sustainable safe and healthy living environment within which risk & vulnerability is effectively managed and mitigated through the implementation of programmes conducted collectively with community participation, tenacity and commitment. The WRDM also acknowledges that preventing crime is not merely the responsibility of the SAPS – it is a total community responsibility; thus working together with the community to prevent and mitigate crime & social vulnerability has become the order of the day.

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NO	DETAILS	2010/11	2011/12		2012/13
		ACTUAL NO	ESTIMATE NO	ACTUAL NO	ESTIMATE NO
1	Number of Road Traffic Accidents during the year (as depicted in the portfolio targets)	3251	3251	3046	3046
2	No of By-Law Enforcement	72	14	15	8
3	No of Officers in the field on an average day	3	3	3	3
4	No of Officers on duty on an average day	3	3	3	3

Sub-directorate Community Safety consists of three (3) active officers which are further complemented by existing peace officers from the constituent local municipalities.

Community Safety Policy Objectives taken from IDP

SERVICE OBJECTIVES	OUTLINE SERVICE TARGETS	2009/2010	
		TARGET	ACTUAL
		PREVIOUS YEAR	
(i)	(ii)	(iii)	(iv)
Service Objective: Community Safety 2009/2010			
Community Safety	% of municipal law enforcement officers & traffic officers appointed as peace officers	70%	70%
	% Uniforms & vehicle branding standardised in the district	80%	80%
	Complete collective coordination & management structure for law enforcement	100%	100%
	Complete establishment of bylaw task team comprising of	100%	-

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	municipal law enforcement officers		
	Number of joint law enforcement operations conducted	100%	-
	Number of PIER projects conducted in order to raise public awareness & community participation	13%	-
	Number of CPF meetings attended and evaluated	100%	100%
	Number of programs to assist CPF functioning & promoting community awareness and participation (Victim empowerment, women & child abuse, rural safety, informal settlement safety, take charge, men as safety champions, Neighbourhood & block watch)	8	10
	Number of formulated and implemented local municipal safety plans	100%	-
	100% completion of revised CSF strategy as per IDASA proposals	100%	-
	100% completion of school safety program	100%	-
	100% processing and planning for major events in terms of by-laws	100%	100%
	Conduct 1 annual road safety audit & capacity assessment in each local municipality	5	9
	2010/11		
	Coordination of law enforcement management structure	8	5
	Number of joint law enforcement operations	5	7
	Maintain and coordinate operations of the CCTV system	24	27
	CPF programs evaluated	30	25
	Enhance victim empowerment programs	2	2
	Execution of take charge, child protection programs (elderly program)	2	2
	Re-establish and maintain community safety forum	4	0
	Sustain existing public information education relation programs	4	5
	Develop and implement rural safety plans in line with provincial plans	4	0
	Improve school safety teams programs	4	2

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Maintain and monitor the community patroller programs	4	2
Commemorate 16 days of activism of no violence against women and children	1	1
Maintain and monitor the men as safety promoters program	2	5
Support and monitoring of the local municipalities safety plans	100%	0
100% processing and planning of major events in terms of by-laws	100%	85%
Conduct monthly and quarterly road safety audits	4	4
2011/12		
No of community safety plan to be submitted to Council for approval	1	1
No of victim empowerment programs implemented	2	2
No of child protection (take charge) program executed	1	1
No of 16 days of activism of no violence against women and children commemoration programs	1	1
No of campaigns monitored for men as safety promoters	4	4
No of road safety audits conducted	16	16
No of response to CCTV cameras identified in the region	4	4
No of DLECC meetings conducted	4	4
No of PIER community awareness campaigns conducted (crime and road safety/arrive alive)	4	4
No of community policing forum meetings conducted	24	24
% processing and planning of major events	100%	100%
% monitoring of community patrollers programme	100%	100%
No of security inspection conducted	4	4

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COMMUNITY SAFETY OBJECTIVES TAKEN FROM IDP									
Service Objectives	Outline Service Targets	2008/09		2009/10			2010/11	2011/12	
		Target	Actual	Target		Actual	Target		
		Previous Year		Previous Year	Current Year		Current Year	Current Year	Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective xxx									
Reduction in road accidents	% reduction in road accidents over the target for the previous	% reduction in 08/09	% reduction in 08/09	% reduction in 09/10	% reduction in 09/10	% reduction in 09/10	% reduction in 10/11	% reduction in 12/13	% reduction in 1213
Motor Vehicles		To be tabled	To be tabled	To be tabled	To be tabled	Actual number 2406	4%	4.2%	5%
Pedestrians		To be tabled	To be tabled	To be tabled	To be tabled	Actual number 845	13%	4.2%	5%

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EMPLOYEES: COMMUNITY SAFETY					
JOB LEVEL	2010/11	2011/12			
Administrators	Employees	Posts	Employees	Vacancies (Full Time)	Vacancies (as a % of total posts)
Managers	1	PS337	1	0	0%
Other Officers	3	PS30-393	3	0	0%
Clerical Assistant	1		1	0	0%
Total	4		4	0	0%

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FINANCIAL PERFORMANCE 2011/2012: COMMUNITY SAFETY					
Details	2010/11		2011/2012		
	Actual	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue					
Expenditure:					
Officers		R1,030,100	R1,030,100	R1,030,100	N/A
Other employees		R0	R0	R0	N/A
Repair and Maintenance		R25,000	R25,000	R25,000	N/A
Other employees		R0	R0	R0	N/A
Total Operational Expenditure		R2,556,562,600	R2,556,562,600	R2,556,562,600	N/A
Net Operational Service Expenditure		R2,556,562,600	R2,556,562,600	R2,556,562,600	N/A
Capital Expenditure: Community Safety					
Capital Projects	2011/2012				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total projects value
Total All					
Project A	R1,500,000	R0	R1,250,000	R250,000	R1,250,000
Project B	R589,000	R0	R589,000	R0	R589,000
Project C	R9,000,000	R0	R8,425,680	R574,320	R8,425,680
Project D	R0	R0	R0	R0	R0

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SUB-DIRECTORATE DISASTER MANAGEMENT

The West Rand District Municipality is required to establish a Disaster Management Centre for its Municipal area to execute the following mandates:

- To prepare a disaster management plan outlining the way in which the concept and principle of disaster management are to be applied within the functional area;
- Its roles and responsibilities regarding emergency response and post disaster recovery and rehabilitation in terms of the National, Provincial or Municipal Disaster Management Frameworks; and
- Contingency strategies and emergency procedures in the event of a disaster including measures to finance these strategies.

Employees: Disaster Management					
Job Level	2010/11	2011/12			
Administrators	Employees	Posts	Employees	Vacancies (Full Time)	Vacancies (as a % of total posts)
Managers	1	PS337	1	0	0%
Disaster Management Officers	4		4	0	0%
Coordinator	1	PS344	1	1	100%
Shift Supervisors	4	PS345-349	4	0	0%
Senior Call Dispatchers	4	PS350-353	4	0	0%
Call Dispatchers	21	PS354-375	21	3	14,3%
Clerical Assistance	1	PS388	1		
Messenger/Driver	1	PS389	1	0	0%
Total	37		37	4	%

COMMENT ON THE PERFORMANCE OF DISASTER MANAGEMENT:

No capital budget was allocated for projects in the Disaster Management Sub-Directorate. All the programmes executed within the financial year under review, were conducted from the approved operational budget.

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SUB-DIRECTORATE INTEGRATED EMERGENCY SERVICES

The rendering of emergency services is done in accordance with the provisions of Section 84(J) of the Municipal Structures Act 117 of 1998, as well as the Gauteng Provincial EMS Norms & Standards developed in 2001.

AMBULANCE SERVICE DATA		
NO	DETAILS	2011/12
		ACTUAL NO
1	Number of patients taken to medical facilities during the year	29231
2	Average time from call to arrival on scene - urban areas	15 min
3	Average time from call to arrival on scene - rural areas	20 min
4	Average time from call to the transportation of patient to a medical facility - urban areas	45 min
5	Average time from call to the transportation of patient to a medical facility - Rural areas	60 min
6	No Ambulances available	18
7	No Paramedics/EMT	234

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AMBULANCE SAFETY OBJECTIVES TAKEN FROM IDP										
Service Objectives	Outline Service Targets	2009/10		2010/11			2011/12	2012/13		
		Target	Actual	Target		Actual	Target			
		Previous Year		Previous Year	Current Year		Current Year	Current Year	Following Year	
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)	
Service Objective xxx										
Integrated Emergency Services	% response to Priority 1 calls within 15 minutes	80%	82%		80%	79%	80%	80%	-	
	% of all operational staff members to be subjected to refresher training and evaluation	60%	0%		60%	56%	60%	60%	-	
	No of in loco inspections at stations in order to improve public image of EMS	36	36		24	23	24	12	-	
Maintain emergency medical service standards	Number of meetings with hospitals with the view to ensure quality secondary medical care	20	16	-	-	-	-	-	-	

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EMPLOYEES: AMBULANCES			
Job Level	Employees	Vacancies (Full Time)	Vacancies (as a % of total posts)
Administrators			
Managers	1	0	0%
Regional Commanders	6	0	0%
Shift Officers	14	1	7%
Leading Emergency Services Officials	20	0	0%
Senior Emergency Services Officials	5	0	0%
Emergency Services Officials	188	4	2%
Clerical Assistants	2	3	2%
Total	239	8	3.34%

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FINANCIAL PERFORMANCE 2011/2012: AMBULANCES				
201/2012				
Details	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue			R 2 4871 627.00	N/A
Expenditure:				
Employees			R 2 3851 495.00	N/A
Repair and Maintenance			R 137 061.00	N/A
Other			R 6 742 060.00	N/A
Total Operational Expenditure			R 3 0730 616.00	N/A
<i>Note that it is an Integrated Service with Fire & EMS</i>				

Capital Expenditure: Ambulances					
Capital Projects	2008/2009				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total projects value
Project A	R0	R0	R0	R0	R0
Project B	R0	R0	R0	R0	R0
Project C	R0	R0	R0	R0	R0
Project D	R0	R0	R0	R0	R0

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FIRE SERVICE DATA		
No	Details	2011/2012
1	Number of total fires attended in the year	1164
2	Total of other incidents attended in the year	1545
3	Average turnout time - Urban areas	15 min
4	Average turnout time - Rural areas	20 min
5	Fire Fighter in post at year end	207
6	Total fire appliances at year end	11
7	Average number of appliance off the road during the year	6

FIRE SERVICES: OBJECTIVES TAKEN FROM IDP									
Service Objectives	Outline Service Targets	2009/10		2010/11		2011/12		2012/13	
		Target	Actual	Target	Actual	Target	Actual	Current Year	Following Year
		Previous Year	Current Year	Previous Year	Current Year	Target	Actual	Current Year	Following Year
(i)	(ii)	(iii)	(iv)	(v)	(vi)	(vii)	(viii)	(ix)	(x)
Service Objective									
Fire Services	80% response to structure fires within 15 minutes	80%	91%	80%	59%	80%	80%	80%	-
	Contain fire damage to 10% of risk value by applying SANS norms & standards	10%	8%	-	-	-	-	-	-

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80% of rescue calls to be responded to within 15 minutes	80%	90%	80%	89%	80%	80%	80%	-
60% of staff to undergo refresher training and mental & physical fitness evaluation	60%	40%	60%	54%	60%	60%	60%	-
100% processing of accounts to maximize income generated from service calls	100%	100%	100%	100%	-	-	-	-
Quarterly meetings of the Building Control Forum in order to improve coordination	4	5	4	4	4	4	4	-
Number of fire risk management inspections conducted as reflected in quarterly reports	100%	100%	4	4	4	4	400	-
% of schools to be empowered on beating maths & science	-	-	-	-	100%	100%	-	-
% of communities provided with the learn to swim programme	-	-	-	-	100%	100%	-	-
% of building inspections conducted	-	-	-	-	100%	100%	100%	-

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% conducting of hazardous material inspections	-	-	-	-	100%	100%	100%	-
% of fire investigations conducted	-	-	-	-	100%	100%	100%	-
% of pre-hospital care provision and transporting of patients to hospital	-	-	-	-	100%	100%	100%	-

EMPLOYEES: FIRE SERVICES			
Job Level	Employees	Vacancies (Full Time)	Vacancies (as a % of total posts)
Administrators			
Managers	1	0	0%
Regional Commanders	6	0	0%
Shift Officers	14	1	7%
Leading Emergency Services Officials	20	0	0%
Senior Emergency Services Officials	5	0	0%
Emergency Services Officials	188	4	2%
Clerical Assistants	2	3	2%
Total	239	8	3.34%

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NB. Emergency services is rendered as an integrated service with multi skilled staff members

CAPITAL EXPENDITURE: FIRE SERVICES					
Capital Projects	2010/2011				
	Budget	Adjustment Budget	Actual Expenditure	Variance from original budget	Total projects value
Total All	R 234 100		R 205 233		R 205 233
Project A	R2,040,000	RO	RO	RO	R6,120,000

FINANCIAL PERFORMANCE 2008/2009: FIRE SERVICES				
2011/2012				
Details	Original Budget	Adjustment Budget	Actual	Variance to Budget
Total Operational Revenue	<i>To be tabled</i>	<i>To be tabled</i>	R 2 4871 627.00	<i>To be tabled</i>
Expenditure:	<i>To be tabled</i>	<i>To be tabled</i>	<i>To be tabled</i>	<i>To be tabled</i>
Fire Fighters	<i>To be tabled</i>	<i>To be tabled</i>	R 23 851 495.00	N/A
Other Employees	<i>To be tabled</i>	<i>To be tabled</i>	R 6 742 060.00	N/A
Repair and Maintenance	<i>To be tabled</i>	<i>To be tabled</i>	R 137 061.00	N/A
Other		<i>To be tabled</i>	<i>To be tabled</i>	<i>To be tabled</i>
Total Operational Expenditure			R 30 730 616	N/A
Integrated Fire and EMS Service				

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3.26 FINANCIAL SERVICES

INTRODUCTION FINANCIAL SERVICES

T3.70.1

The Budget and Treasury Office coordinates the West Rand District Municipality financial services through the recognition of the grants transferred, revenue generation from the ambulance and fire fighting and rents, lease from tenants. Furthermore, it assists with budgeting process for the Departments that result in efficient and effective allocation of limited, scarce financial resources.

The Local Government Municipal Finance Management Act responsibilities fall squarely with the Budget and Treasury Office as delegated by the Council and Municipal Manager.

Details of the types of account raised and recovered	Debt Recovery					R' 000		
	2009/2010		2010/2011			2011/2012		
	Actual for accounts billed in year	Proportion of accounts value billed that were collected in the year%	Billed in Year	Actual for accounts billed in year	Proportion of accounts value billed that were collected in the year%	Billed in Year	Actual for accounts billed in year	Proportion of accounts value billed that were collected in the year%
Property Rates	1 818	109%	3 195	2 705	85%	0	0	0
Other	3 597	104%	3 677	4 895	133%	4 653		

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3.27 HUMAN RESOURCE SERVICES

The vision with regards to human resource services is to render and efficient and effective human resource supportive service within the WRDM. The responsibilities, functions and objectives are determined by the extent of service delivery by the rest of the organisation because of the supportive role that human resource services fulfil.

The top 3 service delivery priorities for the 2011/12 financial year were to ensure sound labour relations, a well trained workforce and establish an Employment Equity Forum.

Labour Relations: In order to ensure sound labour relations within the WRDM the Local Labour Forum was playing a vital role. Regular meetings took place where matters of mutual interest were discussed between the two trade unions IMATU and SAMWU and the employer component who was represented by members of management and councillors. In order to move towards the 2016 Vision, discussions took place on a regional level where members of the Local Labour Forums of the various Local Municipalities gathered and discussed the terms of reference of a regional structure where matters of concern and interest was discussed to ensure that all the role players and stakeholders are well informed moving towards the 2016 Vision.

SERVICE STATISTICS FOR HUMAN RESOURCE SERVICES

The human resource service within the WRDM is rendered to management and officials consisting of the following:

Corporate Services	26
Information and Communication Technology	10
Infrastructure & Project Management	7
Transport & Land Use Management	11
IDP & PMS	3
Budget & Treasury	14
Supply Chain Management	11
Municipal Manager's Office	3
Office of the Chief Financial Officer	2
Office of the Chief Operations Officer	1
Internal Audit	5

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Local Economic Development & Tourism	7
Health & Social Development	15
Municipal Health Services	10
Public Safety	245
Executive Mayor's Office	13
Office of the Speaker	11
Total	394

COMMENT ON THE PERFORMANCE OF HUMAN RESOURCE SERVICES OVERALL:

The well-being of employees is important and in order to make employees aware of the assistance that can be offered to them all role players and stakeholders must be kept informed on organizational developmental matters in order to ensure that the 2016 vision is realized.

The human resource services will assist management to achieve the goals of ensuring sound labour relations in the organisation.

Training and skills development will always remain on the agenda of the WRDM.

3.28 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

Introduction

The directorate Information and Communication Technology (ICT) consist of Geographical Information Systems (GIS) and Information Technology Support (ITS). ICT is responsible for maintaining an enabling environment that would support the efficient and effective provision of ICT services and support to WRDM Offices, 107 Centre, West Rand Fire Stations, Local Municipalities, West Rand Libraries and Clinics. Extension of wireless network to all remote offices, Libraries, Fire Stations and clinics (including the extension of financial system to locals) to ensure that offices will have online services to deal with personnel related conditions of services and the procurement and payment of goods and integration services.

WRDM Internal ICT Support

The WRDM is currently providing ongoing support and maintenance of ICT systems. The ICT systems are improved on a continuous basis and customer queries are attended promptly. ICT systems are updated on a

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continuous basis to ensure that there are no compatibility issues and to ensure that the system runs efficiently to improve service delivery.

Geographic Information Systems

Arc View GIS is used by the WRDM, local municipalities and other spheres of government. Datasets are exchanged continuously to update the system with the latest demarcation, census and relevant data which is used to provide information for various directorates. Maps are produced and data provided for the WRDM, local municipalities, consultants and other stakeholders on a daily basis. The GIS section is in the process of integrating sectorial plans such as the Spatial Development Plan, Environmental Plans, Disaster Management Plan, Dolomite Risk Management System etc into the GIS system.

ICT support provided to local municipalities

The WRDM regularly provides Financial Management and other ICT support to the local municipalities within the district. The support includes solving problems, sorting data, creating reports and ensuring enhancements of the systems used. The WRDM also provides guidance and support with regard to ICT Systems.

107 Emergency and Disaster Call Centre:

Provide 24/7 ICT support to the Public Safety Directorate with regard to Integrated Emergency Medical Services systems and software. Ensure 24/7 system functionality and operations, including electrical power management, telecommunication, two way radio and Joint Operations Centre systems and 24/7 ICT support to fire stations.

West Rand Libraries

All libraries of the West Rand District are connected to the WRDM wireless network except libraries from Merafong. This includes ten libraries of Mogale City, namely Lusaka, Kagiso, Luipaardsvlei, Krugersdorp Main, Krugersdorp West, Magaliesburg, Desmond Tutu (Munsieville), Azaadville, Muldersdrift and Hekpoort. Randfontein has five libraries; namely, Randfontein Main, Mohlakeng, Toekomsrus, Koksoort and Randgate libraries. There are three in Westonaria; namely, Simunye, Bekkersdal, Westonaria and Hillshaven. Only Glen Harvie library from Westonaria is not yet connected due to high site restriction.

WRDM in conjunction with Department of Arts, Culture, Recreation and Sports, provides free internet and e-mail facilities to the communities via the network. There is a positive response from communities. The communities are currently utilizing an excess of 200 GB of downloaded data per month in all the libraries.

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Electronic Primary Health care system:

The Syscare PHC system was installed in four clinics in the district, consisting of the main clinic in Mogale City, ML Pessen Clinic in Randfontein and two from Westonaria which are Main Clinic and Bekkersdal-East. The system, therefore, is composed of multiple management modules such as HIV, TB, mother and child diagnoses, drug dispensing management, centralized electronic health records. The system also generates readily available statistics with regard to various types of information required. More than 120 000 patients have been registered on the system.

Capital budget 2011/12 for ICT

Description	Amount
Computers	R 100 000
Servers	R 307 000
Total	R 407 000

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CHAPTER 4 – ORGANISATIONAL DEVELOPMENT PERFORMANCE (PERFORMANCE REPORT PART II)

COMPONENT A: INTRODUCTION TO THE MUNICIPAL PERSONNEL

4.1 EMPLOYEE TOTALS, TURNOVER AND VACANCIES

COMMENT ON VACANCIES AND TURNOVER:

As mentioned previously, the WRDM has embarked on a process to design a new organisational structure to ensure that the 2016 vision is achieved. During the process of negotiations and discussions only critical posts were filled. This was to ensure that once the new structure was approved no access staff had to be in the service of the organisation.

The vacant post of Municipal Manager was filled during August 2011. The post of Chief Financial Officer was confirmed and the incumbent's contract was extended till October 2016. Two new section 57 posts on the approved organisational structure namely, Executive Manager Public Safety and Executive Manager Health & Social Development were filled with effect from January 2012.

A Memorandum of Agreement was signed between the WRDM and Westonaria Local Municipality whereby the Westonaria Municipal Health Services were transferred to the WRDM with effect from April 2012.

Eleven (11) officials left the service of the WRDM during the period July 2011 to June 2012. These were as a result of five (5) voluntary resignations, two (2) deceased employees and four (4) retirements.

Chapter 4

COMPONENT B: MANAGING THE MUNICIPAL WORKFORCE

Please refer to page 143.

4.1. POLICIES

Council approved the following policies during the period 2010/11 and 2011/12:

- Additional Rebates and Addition to Rates Policy
- Supply Chain Management Policy
- Non-Motorised Transport Policy
- Virement Policy
- Regional Sports and Recreation Policy
- Policy relating to the Recruitment, Training and Utilization of volunteers
- Waste Recycling Policy
- Security Measures Policy
- Policy regarding the appointment of an Acting Municipal Manager
- Risk Management Policy
- Working Dress, Uniform, Cooperate/Ceremonial Dress & Protective Clothing Policy

4.2. INJURIES, SICKNESS AND SUSPENSIONS

COMMENT ON INJURY AND SICK LEAVE:

Human Resource Management and Development service is responsible for the reporting and administration of injuries on duty for permanent staff members. This involves the administrative process to report the injury that occurred after it has been reported by the employee or the head of department, the arranging of medical examination, arranging of follow-up visits for treatment and/or evaluation. The submission of accounts to the Compensation Commissioner is also done. For the period under review (July 2011 to June 2012) the following injuries on duty was reported to the Compensation Commissioner:

Injuries due to motor vehicle accidents	9
Falls	5
Cuts, burns, bump etc.	4
Total injuries sustained	18

Chapter 4

Sixteen (16) of the mentioned injuries occurred amongst staff members within the Public Safety department and two (2) injuries was amongst staff at head office.

Chapter 4

COMPONENT C: CAPACITATING THE MUNICIPAL WORKFORCE

INTRODUCTION TO WORKFORCE CAPACITY DEVELOPMENT

Training and Skills Development: The WRDM is committed to the structured and systematic training and development of all its employees on an on-going basis to enable them to perform their duties effectively and efficiently. Training and skills development programmes are also provided to enable employees to acquire the skills, knowledge and other attributes and develop their potential to meet the municipality's future human resource needs. A number of 639 beneficiaries, inclusive of councillors, permanently appointed employees, contract workers and interns were trained in 28 (twenty eight) skills development interventions in accordance with the identified skills gaps and skills priorities namely:

SERVICE STATISTICS FOR HUMAN RESOURCE SERVICES:

Number of beneficiaries trained	African Males	African Females	White Males	White Females	Indian Males	Indian Females	Coloured Males	Coloured Females
629	234	230	59	27	2	0	0	2

An amount of R1 mil was budgeted for the training of employees. The budgeted amount was spent on the aforementioned skills development interventions as well as assisting employees with their individual training and academic needs by assisting them with study assistance. The WRDM has realized that, in order to achieve the desired outcome with regard to employment equity, an active employment equity forum had to be established. This Forum was established and consists of an equal number of members from management and the trade unions. The Forum has set a target for it to ensure that an equity plan be developed. Several meetings took place and the Employment Equity Plan will be submitted to the Council during the first quarter of 2012/13.

Chapter 4

4.5 SKILLS DEVELOPMENT AND TRAINING

From the needs identified by employees in terms of their personal development plans, the training priorities for the 2011/12 year were determined. The following priorities were addressed when training was conducted namely: administration, computer literacy, financial capabilities, management, project management and social/community development.

The training committee plays an integral part in the skills development process and consist of four members from the trade union and four members of management.

Chapter 5

CHAPTER 5 – FINANCIAL PERFORMANCE

COMPONENT A: STATEMENTS OF FINANCIAL PERFORMANCE

Please refer to table 5.1. Below.

Chapter 5

5.1 STATEMENTS OF FINANCIAL PERFORMANCE

Financial Summary						
Description	2010/2011	2011/2012			Variance	
	Actual	Original	Adjusted	Actual	Original	Adjustment
Financial Performance						
Property Rates	2 705	0			-	-
Service Charges	4 895	4 653	3 978	2 074	-124	-92
Investment Revenue	9 255	4 208	6 245	6 427	35	3
Transfers recognized – operational	212 398	206 171	209 370	189 386	-9	-11
Other own revenue	3 782	37 615	70 042	5 525	-581	-1168
Total Revenue (excluding capital transfers and contributions)	233 035	252 647	289 635	203 412	-24	-42
Employee Costs	132 097	145 207	143 886	136 088	-7	-6
Remuneration of councilors	7 051	7 761	8 161	7 549	-3	-8
Depreciation & Asset impairment	10 886	7 316	8 454	8 792	17	4
Finance charges	3 695	3 696	3 696	3 696	-	-
Materials and bulk purchases	1 326	2 759	2 161	1 359	-103	-6
Transfers and grants	18 381	5 514	24 221	23 614	77	-3
Other Expenditure	60 695	84 393	96 968	63 099	-34	-54
Total Expenditure	234 132	256 647	287 546	244 196	-5	-18
Surplus/(Deficit)	(1 097)	(4 000)	(2 088)	(40 784)	90	95
Transfers recognized – capital	-	5 000	-			
Contributions recognized – capital & contributed assets)	-	(1 000)	(1 200)			
Surplus/(Deficit) after capital transfers & contributions	(1 097)		888	(40 784)		
Share of surplus/(deficit) of associate	(5 122)	-	-	(1 590)		
Surplus / (Deficit) for the year	(6 128)		888	(42 375)		
Capital expenditure & funds sources	8 465	1 000	7 285	5 757		
Capital expenditure						
Transfers recognized – capital	3 147	-	3 631	3 020		
Public contributions & donations	-	-	-	-		
Borrowing	-	-	-	-		
Internally generated funds	5 319	1 000	3 654	2 737		
Total sources of capital funds	8 465	1 000	7 285	5 757		
Financial position						
Total current assets	139 312	43 473	76 677	118 900		
Total non-current assets	98 507	78 379	88 857	60 620		
Total current liabilities	51 565	17 700	14 556	25 849		
Total non-current liabilities	9 664	10 732	10 732	6 909		
Community wealth/equity	176 591	93 420	140 246	146 762		
Cash flows						
Net cash from (used) operating	9 700	(18 338)	(51 885)	(16 828)		
Net cash from (used) investing	(52 001)	34 473	(7 285)	35 926		
Net cash from (used) financing	(4 187)	(2 379)	(2 624)	(2 690)		
Cash/cash equivalents at the year end	4 717	18 453	63 364	21 106		

Chapter 5

5.2 GRANTS

Description	Grant Performance						R' 000
	2011	2011/2012			Variance		
		Actual	Original	Adjustments budget	Actual	Original Budget (%)	Adjustments Budget (%)
<u>Operating Transfers and Grants</u>							
National Government		206 171		229 131	169 637	22	35
Equitable share	26 732	25 474		25 474	24 469	4	4
Municipal Systems Improvement	1 025	800		800	800	-	-
Department of Water Affairs	-	-		-	-		
Levy replacements	133 727	137 747		137 747	131 770	5	5
Other transfers/grants (MSIG/FMG)		1 250		65 111	12 598	90	417
Provincial Government				36 443	37 541	100	3
Hiv/Aids	1 710	4 087		4 087	5 036		
Housing							
Ambulance subsidy	30 632	31 333		31 546	31 934	2	1
Other transfers/grants (wireless network)	0	816		816	571	43	43
District Municipality							
Health subsidy							
Other grant providers							
Health subsidy							
Total Operating Transfers and Grants	212 398	206 171		209 370	209 370	2	-

Variances are calculated by dividing the difference between actual and original/adjustments budget by the actual.

T5.2.1

COMMENT ON OPERATING TRANSFERS AND GRANTS:

The West Rand District Municipality (WRDM) relies mainly on the transfers and when transfers takes longer period affects the municipality cash flow.

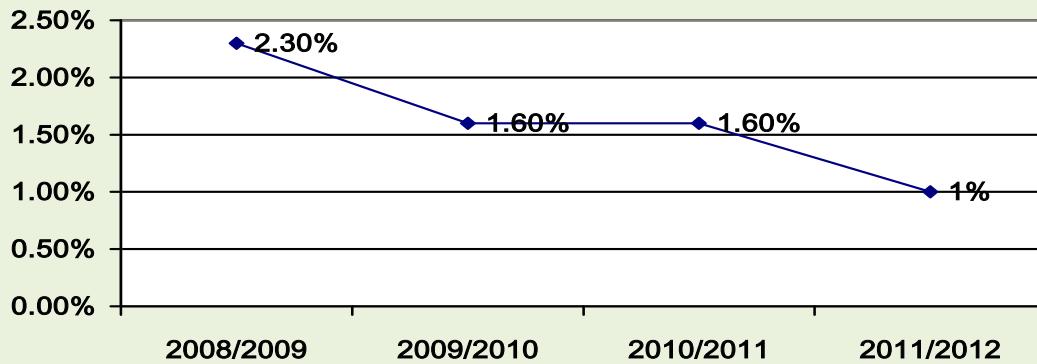
T5.2.2

Chapter 5

5.3 ASSET MANAGEMENT

Repair and Maintenance Expenditure 2011/2012				
	Original Budget	Adjustment Budget	Actual	R' 000 Budget Variance
Repairs and Maintenance Expenditure	5 306	5 503	5 503	3.58%

Repairs & Maintenance



Repairs and Maintenance – This represents the operating expenditure spent and is calculated by dividing the total expenditure by repairs and maintenance

Data used from MBRR SAB

T5.4.8

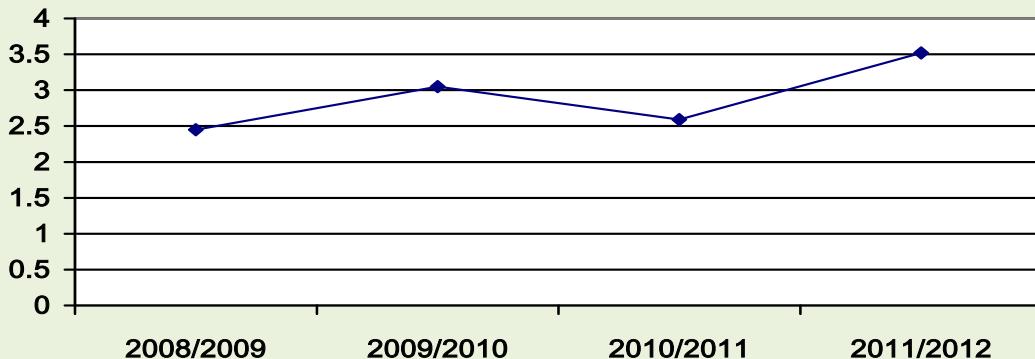
COMMENT ON REPAIR AND MAINTENANCE EXPENDITURE:

The focus on repairs and maintenance is mainly on the building of the municipality (WGSC).

Chapter 5

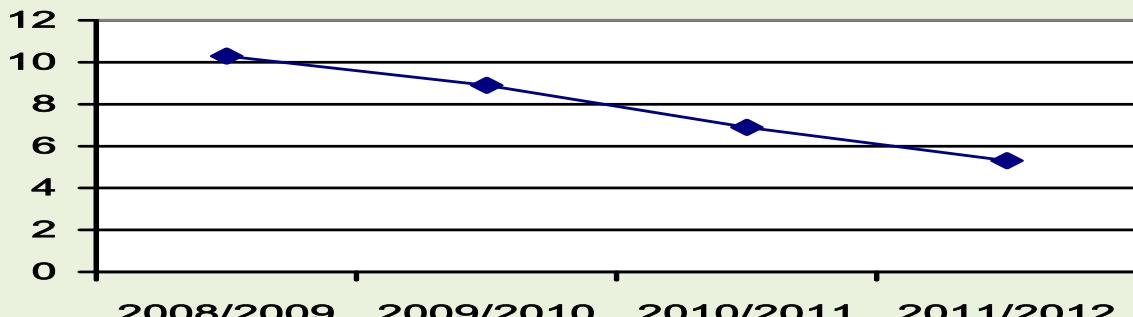
5.4 FINANCIAL RATIOS BASED ON KEY PERFORMANCE INDICATORS

Liquidity Ratio



T5.4.1

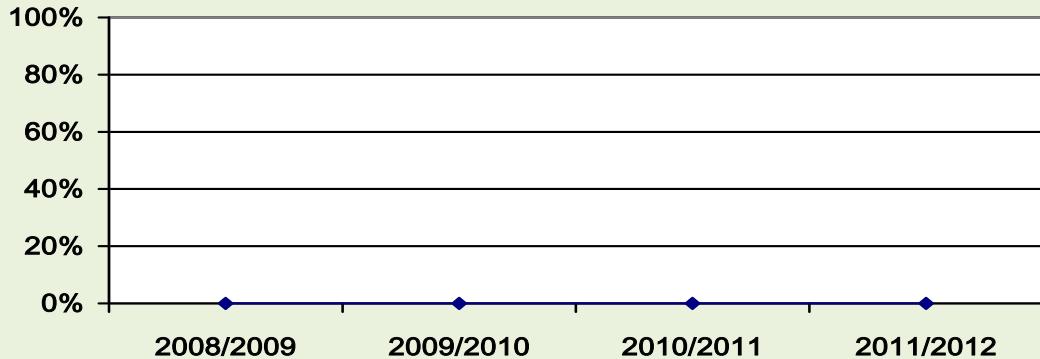
Cost Coverage



T5.4.2

Chapter 5

Outstanding Service Debtors to Revenue



T5.4.3

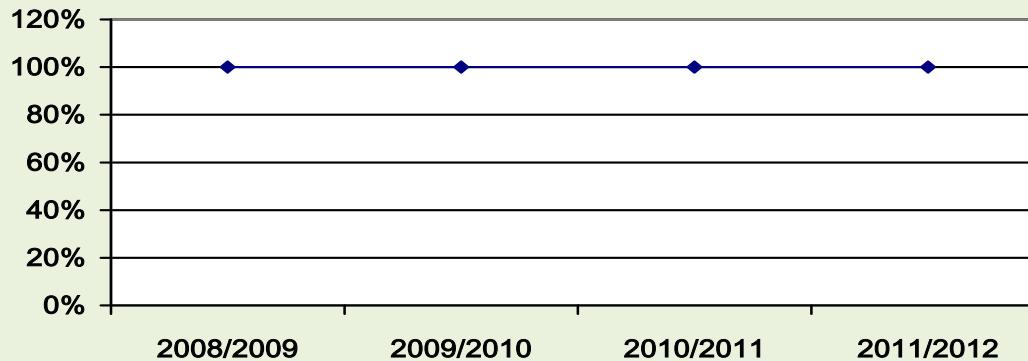
Debt Coverage



T5.4.4

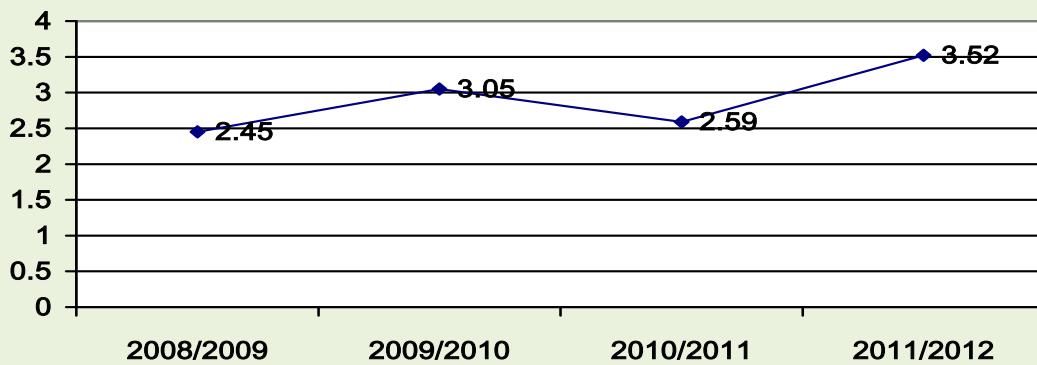
Chapter 5

Creditors System Efficiency



T5.4.5

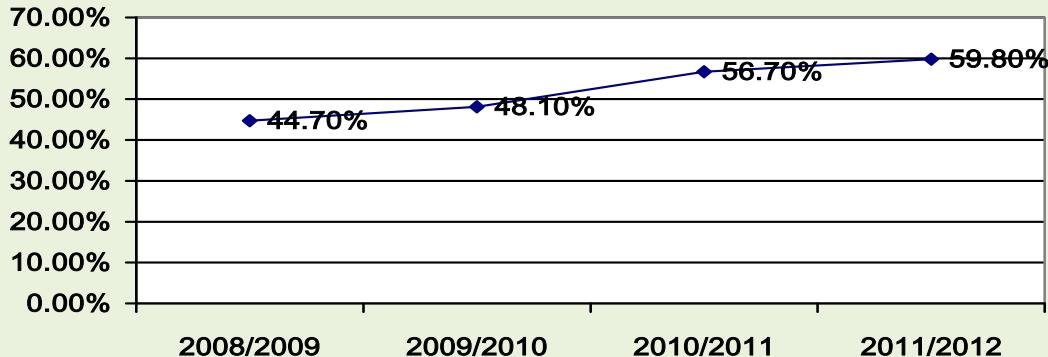
Capital Charges To Operating Expenditure



T5.4.6

Chapter 5

Employee Costs



T5.4.7

COMMENT ON FINANCIAL RATIOS:

The ratios clearly indicate that the municipality is liquid and in the position to meet its obligations on time.

5.5 CAPITAL EXPENDITURE

Refer to the table below.

5.6 SOURCES OF FINANCE

Details	Capital Expenditure – Funding Sources 2011/2012						R' 000	
	2010/2011	Actual	Original Budget (OB)	Adjustment Budget	2011/2012	Actual	Adjustment to OB variance (%)	Actual to OB Variance (%)
Source of Finance								
Grants and subsidies	3 146	0	3 631	3 020	100	100		
Other	5 319	1 000	3 654	2 737	265	174		
TOTAL	8 465	1 000	7 285	5 757	100	100		
<i>Percentage of finance</i>								

Chapter 5

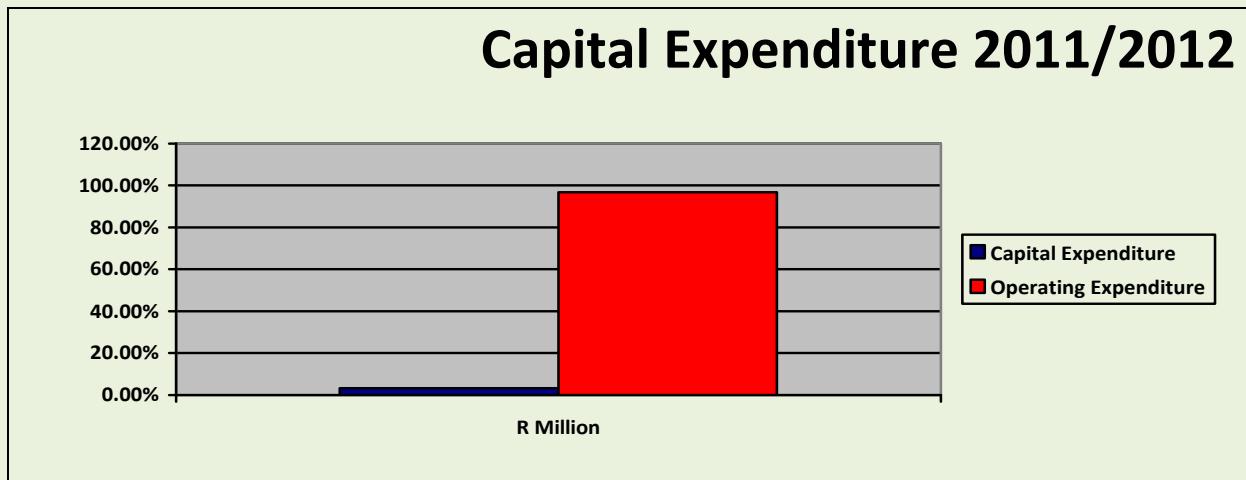
Grants and subsidies	37.2%	0	49.8%	34.6%	-	-
Other	62.8%	100%	50.2%	65.4%	-	-
Capital expenditure						
Water and sanitation	2 370					
Electricity	436					
Housing	0					
Roads and storm water	0					
Other	5 659	1 000	7 285	5 757		
TOTAL	8 465	1 000	7 285	5 757		
<i>Percentage of expenditure</i>						
Water and sanitation	28%					
Electricity	5.2%					
Housing	0					
Roads and storm water	0					
Other	66.8%	100%	100%	100%		

COMMENT ON SOURCES OF FUNDING:

The municipality funded the R3 654 000 from own sources and the R3 020 000 from grant funding of Department of Economic Development

T5.6.1.1

5.7 CAPITAL SPENDING



Chapter 5

5.8. CASH FLOW

Description	Cash Flow Outcomes				R' 000
	Current Year 2011/2012				
	Audited Outcome	Original Budget	Adjusted Budget	Actual	
CASH FLOW FROM OPERATING ACTIVITIES					
Receipts					
Ratepayers and other	7 606	10 295	6 448	6 894	
Government – operating	212 398	206 171	209 370	198 990	
Government – capital	0	5 000	0	0	
Interest	9 171	4 200	6 200	6 755	
Dividends	0	0	0	0	
Payments					
Suppliers and employees	(194 779)	(237 173)	(248 609)	(207 989)	
Finance charges	(1 193)	(1 317)	(1 072)	(940)	
Transfers and Grants	(23 503)	(5 514)	(24 221)	(16 321)	
NET CASH FROM/(USED) OPERATING ACTIVITIES	-	-	-	-	
CASH FLOW FROM INVESTING ACTIVITIES					
Receipts					
Proceeds On disposal of PPE					
Decrease (increase) in non-current debtors					
Decrease (increase) other non-current receivables	(570)	0	0	0	
Decrease (increase) in non-current investments	(42 966)	35 473	133	39 792	
Payments					
Capital assets	(8 465)	(1 000)	(7 285)	(8 225)	
NET CASH FROM/(USED) INVESTING ACTIVITIES	-	-	-	-	
CASH FLOW FROM FINANCING ACTIVITIES					
Receipts					
Short term loans					
Borrowing long term/ refinancing					
Increase (decrease) in consumer deposits					
Payments					
Repayment of borrowing	(4 187)	(2 379)	(2 624)	(2 620)	
NET CASH FROM/(USED) FINANCING ACTIVITIES	-	-	-	-	
NET INCREASE/(DECREASE) IN CASH HELD	-	-	-	-	16 409
Cash/cash equivalents at the year begin:	51 205	125 158	125 158	4 717	
Cash/cash equivalents at the year end	4 717	-	-	21 126	
Source: MBRR SA7					

Chapter 5

COMMENT ON CASH FLOW OUTCOMES:

The municipality cash flow statement is mainly influenced by the operating grants and payments to suppliers and employees.

T5.9.1.1

5.9 BORROWING AND INVESTMENTS

INTRODUCTION TO BORROWING AND INVESTMENTS

The borrowing did not occur in the current financial year but instead focused on Redemption and Interests payment to Development Bank of Southern Africa.

T5.10.1

Municipal and Entity Investments			
Investment* type	R' 000		
	2009/2010	2010/2011	2011/2012
Municipality			
Securities – National Government			
Listed Corporate Bonds			
Deposits – Bank	128 678	125 158	101 774
Deposits – Public Investment Commissioners			
Deposits – Corporation For Public Deposits			
Bankers Acceptance Certificates			
Negotiable Certificates Of Deposit – Banks			
Guaranteed Endowment Policies (Sinking)			
Repurchase Agreements – Banks			
Municipal Bonds			
Municipality Sub-Total	128 678	125 158	101 774
Municipal Entities			
Securities – National Government			
Listed Corporate Bonds			
Deposits – Bank			
Deposits – Public Investment Commissioners			
Deposits – Corporation For Public Deposits			
Bankers Acceptance Certificates			
Negotiable Certificates Of Deposit – Banks			
Guaranteed Endowment Policies (Sinking)			
Repurchase Agreements – Banks			
Other			
Entities Sub-Total			
Consolidated Total:			

Chapter 5

5.10 PUBLIC PRIVATE PARTNERSHIPS

A notable partnership has been concluded with a service provider to operate a Project Support Office (PSO) on behalf of the WRDM.

A Mining Forum has been convened regularly and various commitments have been promised by Mining Houses as part of their Social Labour Plans. Co-operation has been evident between WRDM and Gold Fields on greening issues (notably the Randfontein Show stand and Alien Species Invader Eradication Project in Westonaria). Gold Fields is also investing in Simunye Township Health Facility. A joint venture between Gold Fields, Harmony and Anglo Gold Ashanti, known as Merafong Waste Project, is expected to start soon; Rand Uranium has started a Skills Development programme in Randfontein; Ezulwini Mine has handed over an agricultural project in Elandsfontein worth R1.8m. Afrisam (bakery & chicken broiler) and DRD (tunnel vegetables) are some of the operational projects.

A critical partnership with National Treasury is on the design of the Neighbourhood Development Grant initiatives which will have a profound effect on the West Rand.

A service provider has been engaged to design and implement an Arts, Culture, Music and Lifestyle Festival in September (Heritage Month) to be known as "Go West". It is anticipated that this festival will promote social cohesion and fun while providing job opportunities and generating profits. This partnership holds great promise for the future of West Rand.

Chapter 5

COMPONENT B: OTHER FINANCIAL MATTERS

5.11 GRAP COMPLIANCE

GRAP COMPLIANCE

West Rand District Municipality fully complies with the Generally Recognized Accounting Practice and it provides the rules by which WRDM is required to maintain their financial accounts. Successful GRAP compliance has ensured that municipal accounts are comparable and more informative for the municipality. It also ensures that the municipality is more accountable to its citizens and other stakeholders. Information on GRAP compliance is needed to enable National Treasury to assess the pace of progress and consider the implications

T5.13.1

VOLUME II

CHAPTER 6 – AUDITOR GENERAL AUDIT FINDINGS

COMPONENT A: AUDITOR-GENERAL OPINION OF FINANCIAL STATEMENTS

6.1 AUDITOR GENERAL OPINION 2010/11

Auditor-General Report on Financial Performance: Year 1	
Status of audit report:	The WRDM received an unqualified audit opinion with other matters of compliance with laws and regulations and investigations which the municipality has no tangible report about
Non-Compliance Issues	Remedial Action Taken
	Management Letter Audit Action Plan developed.
<i>Note: * The report's status is supplied by the Auditor General and ranges from unqualified (at best); to unqualified with other matters specified; qualified; adverse; and disclaimed (at worse). This table will be completed prior to the publication of the Annual report but following the receipt of the Auditor- General Report on Financial Performance Year 0.</i>	
T 6.2.1	

Auditor-General Report on Service Delivery Performance: Year 1	
Status of audit report**:	No predetermined objectives matters were raised.
Non-Compliance Issues	Remedial Action Taken
	Management Letter Audit Action Plan developed.
<i>* This table will be completed prior to the publication of the Annual report but following the receipt of the Auditor- General Report on Service Delivery Performance Year 0</i>	
<i>** Inclusion of "Status" depends on nature of AG's remarks on Performance Data.</i>	
T 6.2.2	

Chapter 6

COMPONENT B: AUDITOR-GENERAL OPINION 2011/12

6.2 AUDITOR GENERAL REPORT 2011/12

Auditor-General Report on Financial Performance Year 2	
Status of audit report:	Unqualified Audit Opinion with emphasis of matter on medical defined benefit plan disclosure that was corrected, other matters on legislative and compliance.
Non-Compliance Issues	Remedial Action Taken
	Management Letter Audit Action Plan developed
<i>Note: * The report's status is supplied by the Auditor General and ranges from unqualified (at best); to unqualified with other matters specified; qualified; adverse; and disclaimed (at worse). This table will be completed prior to the publication of the Annual report but following the receipt of the Auditor- General Report on Financial Performance Year 0.</i>	
T 6.2.1	

Auditor-General Report on Service Delivery Performance: Year 2	
Status of audit report**:	No matter raised on the predetermined objectives.
Non-Compliance Issues	Remedial Action Taken
	Management Letter Audit Action Plan developed.
<i>* This table will be completed prior to the publication of the Annual report but following the receipt of the Auditor- General Report on Service Delivery Performance Year 0</i>	
<i>** Inclusion of "Status" depends on nature of AG's remarks on Performance Data.</i>	
T 6.2.2	

Chapter 6

COMPONENT C: APPENDICES

Chapter 6

ANNEXURE A: 2011/12 ANNUAL PERFORMANCE REPORT

Chapter 6

ANNEXURE B: GROUP AUDITED FINANCIAL STATEMENTS

Chapter 6

ANNEXURE C: 2011/12 AUDITOR – GENERAL REPORT

Chapter 6

ANNEXURE D: 2011/12 AUDIT COMMITTEE REPORT

Chapter 6

ANNEXURE E: 2011/12 WEST RAND DEVELOPMENT AGENCY ANNUAL REPORT